A Delphi Study

Executive Skills 2010: A Toolbox of Competencies for

Air Force Medical Service Corps Officers of the 21st Century

A Graduate Management Project Submitted for

the Degree of Master in Health Administration

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14. ABSTRACT

Senior Air Force Medical Service Corps officers serving in the rank of Colonel and Lieutenant Colonel were chosen to identify executive skills for leaders in the Military Healthcare System. For this study, the investigators conducted two iterations of the Delphi technique separated by an expert panel content analysis. In round one, the cohort identified 303 competencies. After expert content analysis, these competencies were refined into 51 unique competencies categorized into 12 logical domains. The domains were leadership, expeditionary operations, resource management, technology and information, business management, health plan management, human resource management, contracting, strategic management, clinical practice management, logistics and infrastructure, and regulatory and compliance. Additionally, from the responses provided in round one, 187 skills, knowledge, and/or ability (SKA) statements were developed. During round two, respondents rated each SKA statement for importance and evaluated the junior executives within their facilities in preparedness for these SKAs. The two highest rated SKAs were the ability to demonstrate accountability, integrity, and officership followed by interpersonal, communication, and listening skills. Of special note, six of the highest preparedness ratings were among the 15 most important SKAs. Gender, rank, and current position differences were also examined. Gender differences, primarily in the leadership domain reflected the greatest disparity within the cohort. Although gender difference presented the largest group of statistically significant findings (p<.05), these results accounted for only 7.7 percent of the total SKAs. By far, the most compelling finding was the mean difference analysis conducted to examine differences between SKA average importance and junior executive preparedness ratings. Statistically significant gaps (p<.05) were noted in 182 of 187 SKAs.

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Abstract

Senior Air Force Medical Service Corps officers serving in the rank of Colonel and Lieutenant Colonel were chosen to identify executive skills for leaders in the Military Healthcare System. For this study, the investigators conducted two iterations of the Delphi technique separated by an expert panel content analysis. In round one, the cohort identified 303 competencies. After expert content analysis, these competencies were refined into 51 unique competencies categorized into 12 logical domains. The domains were leadership, expeditionary operations, resource management, technology and information, business management, health plan management, human resource management, contracting, strategic management, clinical practice management, logistics and infrastructure, and regulatory and compliance. Additionally, from the responses provided in round one, 187 skills, knowledge, and/or ability (SKA) statements were developed. During round two, respondents rated each SKA statement for importance and evaluated the junior executives within their facilities in preparedness for these SKAs. The two highest rated SKAs were the "ability to demonstrate accountability, integrity, and officership" followed by "interpersonal, communication, and listening skills". Of special note, six of the highest preparedness ratings were among the 15 most important SKAs. Gender, rank, and current position differences were also examined. Gender differences, primarily in the leadership domain reflected the greatest disparity within the cohort. Although gender difference presented the largest group of statistically significant findings ($p<.05$), these results accounted for only 7.7 percent of the total SKAs. By far, the most compelling finding was the mean difference analysis conducted to examine differences between SKA average importance and junior executive preparedness ratings. Statistically significant gaps ($p<.05$) were noted in 182 of 187 SKA statements, or 97.3 percent. While none of the average ratings for junior executive preparedness were below "marginal", 67 or 35.8 percent of the SKA statements were rated below "adequate". Conversely, only 24 (12.8 percent) out of 187 SKA statements were rated "better than adequate" or higher. In general, junior executives were adequately prepared for less than 65 percent of the SKAs identified in this study.

Table of Contents

Table of Contents Continued

List of Tables

List of Figures

Executive Skills 2010: A Toolbox of Competencies for

Air Force Medical Service Corps Officers of the 21st Century

Introduction

Military Health System (MHS) executives operate one of the largest delivery systems in the world, serving more than eight million beneficiaries (TRICARE Stakeholders Report, 2002). These leaders, in many respects, are like civilian healthcare delivery system Chief Executive Officers (CEO) with a few key differences. The MHS executive skill set must encompass military-unique requirements that include, but are not limited to, readiness and deployment skills, operation of medical facilities in austere environments in support of the war fighter, and direction of joint military and civilian healthcare networks (TRICARE). Therefore, the requisite skills, knowledge, and abilities of the MHS executive must include, and ultimately surpass, those of their civilian counterparts (Executive Skills Training Report to the Congress, 1996). In order to be successful in this challenging environment, MHS executives must possess a complete toolbox of competencies. As the Department of Defense Health Affairs (HA) continues to retool the way healthcare is delivered, financed, and organized, the need for an identifiable set of executive competencies becomes increasingly apparent. Identifying the most critical core competencies and determining senior assessment of junior skill-level preparation for Air Force Medical Service Corps (MSC) officers is the purpose of this study.

Conditions Which Prompted Study

There are three compelling conditions that underscore the importance of this work. First, today's military healthcare executive is expected to mold outcomes using a variety of skills, knowledge, and abilities including strategic thinking, visionary planning, facilitation of self-managed teams, and the ability to establish meaningful interpersonal connections with employees (Fosbinder, Parsons, Dwore, & Murray, 1999; Chyna, 2000). MHS executives are expected to draw upon experience to navigate complex waters and execute a wide range of business ventures, all while managing an ever-changing and more demanding set of operational challenges (Swan, 2001). Of these challenges, legislative and regulatory requirements, labor

shortfalls, and human resource management dominate the healthcare executive literature landscape (Wolf, 2001;Ferman, 2001; Chyna, 2001; Lanser, 2001; Lanser, 2002; Patel, 2002; Greenspan, 2001; Numerof, 2001; Wolf, 2001; Molea, 2001; Snow & Mulrooney, 2002; Izzo & Withers, 2002). Additionally, recent media events have drawn much executive attention to the need to restore patient trust and improve clinical performance. Citing medical errors such as those listed in the Institutes of Medicine (IOM) report To Err is Human (1999) and the highly publicized Dana-Farber Cancer Institute debacle, the healthcare industry is floundering in a deluge of controversy amid accusations bordering on incompetence (IOM 1999; Conway, 2002). Obviously, the healthcare executives role within the organization presents a challenging set of problems, issues, and priorities that must be assimilated, organized, and overcome.

Secondly, in 1992, Congress recognized the complex leadership challenges facing military health and legislated the requirement to identify healthcare-specific executive skills mandatory for selection to health leadership positions within the military. Section 8096 of the FY92 National Defense Appropriation Act (NDAA) included language that prohibited expenditure of funds from this appropriation to fill any military treatment facility commander's position with a healthcare professional which could not demonstrate certain professional leadership skills. Over the past several years, Congress continued to refine executive skills legislation in the Appropriations Acts of 1996 and again in 2001. The 1996 Act (Public Law 104-106, Title VII, Subtitle B) mandated the inclusion of appropriate training in healthcare management and administration for commanders, lead agents, and equivalent-level support staff. Further revisions came in the 2001 NDAA, to include executive skill verification and training for deputy commanders, administrators, and managed care coordinators (Arnold et al., 2002). These specific congressional requirements further exacerbate the need to identify and validate executive skills within the MHS.

Further compounding the need to establish a viable list of executive competencies/skills was the implementation of the Operational Medical Group (OMG) reorganization. Under the OMG, hospitals and clinics were organized into group structures with two or more subordinate

squadrons. Most MSC positions under this new architecture fall within the medical support squadron. Prior to the OMG concept which organized military treatment facilities (MTF) like line of the Air Force units, hospitals and clinics were traditionally structured like civilian healthcare organizations with the Chairman of the Board (MTF Commander) at the top of the organization supported by the CEO (an Administrator (MSC)) and a CMO (Chief of the Medical Staff (Physician/Medical Corps)). In this environment, the MTF Commander (normally a physician), delegated fiscal, strategic, and operational control to the Administrator and clinical responsibilities to the Chief of the Medical Staff. Thus, the hospital administrator role was the capstone position of most career MSC officers.

During this period, traditional MSC executives were formally groomed for the administrator position by progressive experience in many subspecialties including facilities, logistics, managed care, CHAMPUS, information technology, human and financial resources, and administrative services. While the experiential path of the MSC officer has remained relatively intact, career-culminating positions within the MTF have become uncertain. Currently, there are three scenarios in which MSC administrators are employed. First, in the large hospital setting, a stand-alone administrator position is authorized. In this situation, the administrator position is filled by a senior ranking MSC and is a full member of the executive staff (scenario I). However, these positions are limited to large hospitals such as Wilford Hall and Keesler Medical Centers. These positions account for less than ten percent of the administrator roles within the Air Force Medical Service (AFMS).

At the remaining smaller MTFs (medium to small hospitals and clinics), the administrator position is dependent upon the Corps of the sitting support squadron commander. In an effort to reduce administrative overhead, OMG planners envisioned a dual-hatted concept for the duties and responsibilities of the administrator at these MTFs. If the support squadron commander is an MSC, logically he/she normally assumes the administrator role (scenario II). As the support squadron commander, the administrator is a full member of the executive staff. However, competition from other corps within the MHS, specifically Nurse and Biomedical Science Corps,

under the auspices of career broadening, has impacted the traditional career progression of the MSC to these positions. Despite the apparent logical and natural progression of the MSC to the combined support squadron commander and administrator position, personnel from competing Corps often fill the role of the support squadron commander. In these cases, the administrator position, viewed as an MSC function, is delegated to the senior MSC within the MTF (scenario III). Generally, this MSC is subordinate to the support squadron commander and performs the administrator responsibilities as an additional duty. Unless otherwise designated, the administrator in this role serves primarily as an advisor to the MTF leadership body. Without command authority or direct lines of supervision, the scope of this role may be limited. The number of administrator roles in this final scenario varies from year-to-year depending on the medical squadron commander selection board results. At any given time, this figure can range from five to twenty percent of all administrator roles. Clearly, from an MSC perspective, the administrator role is most effective when given equal authority and status as in scenarios I and II above. Therefore, the MSC leadership body should equip its next generation of leaders with the necessary skills, knowledge, and abilities to compete for these highly coveted combined commander/administrator positions. To be competitive, tomorrow's officers must demonstrate superior levels of competence under the executive skills umbrella.

Literature Review

This study is based on the Delphi technique of scientific inquiry. Variations of the Delphi technique have been employed throughout published studies to establish executive or management competencies in a variety of healthcare settings. Griffith, Warden, Neighbors, and Shim (2002) and the Department of Defense (DoD) Joint Medical Executive Skills Development Program (JMESDP) both used single round Delphi-type methodologies to identify and/or assign priorities to management competencies. Hudak, Brooke, Finstuen, Sentell, Riley, and Trounson (1993, 1994, 1997, & 1998) conducted a series of two round Delphi studies to identify the most important healthcare executive competencies in both the private and federal sectors. Additionally, Wineman, Mangelsdorff, and Finstuen (1998) and Mangelsdorff, Rogers, Zucker,

Theischafer, Hagan, and Finstuen (1997) broke from the original competency identification research stream to one focused on behaviors using the same methodology approach as previous Hudak studies. Each of the studies discussed above endeavored to establish a prioritized list of valuable competencies or behaviors in an attempt to adequately describe the necessary SKAs required of senior healthcare executives. While these studies were all conducted using the Delphi technique, vastly different approaches to the methodology were employed.

<u>Griffith et al. Executive Skills Study</u>

Griffith et al. (2002) used a two-part single round Delphi technique to assess the skill needs of senior healthcare managers. Prior to conducting the study, the researchers gathered and organized skill sets into three diverse categories; technical/knowledge, interpersonal, and strategic. They identified 71 technical/knowledge skills generally presented in graduate curriculum of accredited programs. Additionally, the investigators assimilated 27 interpersonal and 11 strategic skills from various surveys in the literature. The study cohort included 31 members of the Healthcare Research and Development Institute and 15 recent graduates from high profile universities. Griffith et al. (2002) contrasted senior manager responses with related inputs from the 15 junior managers (recent graduates). In part one of the study, respondents were asked to rate the relative importance of each of the 109 skills taken from the three broad categories outlined above. In part two, the researchers asked the 46 respondents to focus on one activity that tested their management skills within the last six months. With this event in mind, the respondents were asked to assess their performance or that of an influential team member in those skills they rated as important, very important, or critical.

Tables 1, 2, and 3 (below) display the top four most important skills by category from this study. The top technical skills, in descending order, were measuring performance, assuring accountability, roles and interactions of clinical professions, and budget development and operation. The top interpersonal skills, by order of importance, were ethics and integrity, verbal communication, respect for others, and active listening. Understanding and managing the role of influentials, identifying and evaluating strategic alternatives, identifying strategic opportunities,

and identifying strategic threats were the top four strategic skills as evaluated by the senior managers. These tables also display a performance indicator. For example, the percentage of senior and junior managers who rated their performance as "adequate or better" for the skill of "measuring performance" was 93 and 100 percent respectively (Table 1). Continuing, 83 percent of senior managers rated their performance as "more than adequate or exceptional", while only 64 percent of the junior managers deemed their performance was commensurate with this heightened knowledge level (Griffith et al., 2002).

Table 1.

Top 4 Technical Skills Ranked by CEOs

| | Importance | | Performance | | | |
| | Critical or Very Important | | Adequate or Better | | More than Adequate or Exceptional | |
Skill	CEOs	Young Executives	CEOs	Young Executives	CEOs	Young Executives
Measuring performance	100%	85%	93%	100%	83%	64%
Assuring accountability	93%	69%	89%	83%	71%	50%
Roles and interactions of clinical professions	89%	100%	89%	100%	61%	67%
Budget development and operation	88%	70%	96%	100%	69%	88%

Data reproduced from Griffith et al. (2002) study.

Table 2.

Top 4 Interpersonal Skills Ranked by CEOs

| | Importance | | Performance | | | |
| | Critical or Very Important | | Adequate or Better | | More than Adequate or Exceptional | |
	CEOs	Young Executives	CEOs	Young Executives	CEOs	Young Executives
Ethics and integrity	100%	86%	94%	100%	87%	77%
Verbal communication	100%	100%	97%	100%	77%	80%
Respect for others	97%	86%	87%	100%	77%	64%
Active Listening	97%	100%	81%	87%	61%	73%

Data reproduced from Griffith et al. (2002) study.

Table 3.

Top 4 Strategic Skills Ranked by CEOs

| | Importance | | Performance | | | |
| | "Important" or "Very Important" | | At least Adequate | | Better than Adequate | |
	CEOs	Young Execs.	CEOs	Young Execs.	CEOs	Young Execs.
Understanding and managing role of influentials	87%	93%	87%	100%	53%	71%
Identifying and evaluating strategic alternatives	83%	87%	93%	100%	71%	71%
Role of strategy in optimizing performance	70%	87%	89%	93%	57%	64%
Role of strategy in minimizing risk	63%	73%	86%	92%	34%	77%

Data reproduced from Griffith et al. (2002) study.

Griffith et al. (2002) attempted to increase the specificity of the skills identified by using academic syllabi as a base. This allowed the team to assess the readily identifiable skills taught by academic institutions. While a worthwhile endeavor, this modified Delphi technique may fall short of capturing current or future skills as forecasted by currently active healthcare executives. Hudak, Brooke, and Finstuen (2000) indicate that many of today's academicians may be out of touch with current healthcare administration practices because of prolonged periods spent in academia. Therefore, these studies may serve only to reinforce the potential disconnect between curriculum and actual administrative practices in healthcare.

However, the Griffith methodology includes a valuable assessment tool. In addition to identifying the most important skills, his team of researchers also assessed the perceived performance of both senior and junior managers. An interesting finding was that generally, junior managers rated their performance adequate or better more frequently than did senior managers (Tables 1, 2, and 3). Conversely, when the performance bar was raised to the more than adequate or exceptional level, senior managers rated their performance better than the junior cohort by a margin of two to twenty seven percent on the three categories included in the study. Curiously, the investigators only assessed performance on those skills the cohort rated as important, very important, or critical. For example, only ten percent of senior managers indicated that the skill of "personnel records and information" was important or critical. Following the methodology employed, only the ten percent that found this skill important assessed performance on the item. Generalizing ratings by this small fraction of the cohort back to the population may elicit some criticism.

Joint Medical Executive Skills Development Program

Similar to the Griffith (2002) study, the JMESDP conducted three single round Delphi studies to validate the importance of 34 competencies identified by a small working group through extensive review of current healthcare administration and military-specific curricula (Arnold et al., 2002). Key military healthcare executives and a select group of civilian experts responded to a single iteration of the structured Delphi questionnaire. During this process

Table 4.
JMESDP Core Competencies
Military Medical Readiness
Medical Doctrine
Military Mission
Joint Operations/Exercises
Total Force Management
NDMS Management/VA Role
Medical Readiness Training
Contingency Planning
General Management
Strategic Planning
Organizational Design
Decision Making
Change and Innovation
Leadership
Health Law/Policy
Public Law
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation
Resources Allocation/Management
Financial Management
Human Resource Management
Labor-Management Relations
Materiel Management
Facilities Management
Information Management
Ethics in Health Care Environment
Ethical Decision-Making
Personal and Professional Ethics
Bioethics
Organizational Ethics
Individual/Organizational Behavior
Individual Behavior
Group Dynamics
Conflict Management
Communication
Public Speaking
Public and Media Relations
Clinical Understanding
Epidemiological Methods
Clinical Investigation
Alternative HC Delivery Systems
Performance Measurement
Quality Management
Quantitative Analysis
Outcome Measurements
Clinical Performance Improvement

JMESDP Core Curriculum 2001

respondents identified an additional 6 competencies, bringing the total to 40 (Table 4). No attempt was made to delineate the most important skills because project planners sought only to produce a condensed curriculum from the competencies identified.

While not completely applicable to the healthcare administration body at large because of its heavy emphasis on military-unique knowledge, this work has sparked a renewed interest among military healthcare leaders throughout the world. The following is a condensed summary as presented in the Virtual Military Health Institute 2002 Congressional Report of activities carried out to date.

- 1992 - Study group identified the initial set of 34 competencies necessary to command an MTF.

- 1993 - DoD Inspector General evaluated existing medical education courses using the 34 competencies.

- 1994 - Joint Medical Executive Skills Working Group (JMESWG) formed.

- 1994 - JMESWG Evaluated 41 military and 6 civilian education-training programs. Depending on the scope, these programs of instruction addressed from 5 to 28 of the initial 34 competencies.

- 1994 - The JMESWG conducted three single-round Delphi studies to collect judgments on the importance of the competencies and to increase awareness and support for the new program. Delphi participants verified the importance of

the competencies and suggested additions to bring the total competency list to 40

- 1995/6 - The JMESWG conducted several focus groups to identify the "behaviors" which provide evidence of proficiency among the identified competencies.

- 1997/8 - Conducted baseline survey of Army, Navy, and Air Force MTF commanders to determine the extent to which they possessed the 40 competencies.

- 1998 - Established the Virtual Military Health Institute (VHMI) to continue the work of the JMESWG. The VMHI has a Tri-Service advisory group and is directed alternately by Air Force or Navy personnel with two Army staff civilians.

- 1998 - Developed the MHS Executive Skills capstone course and core curriculum.

The 40 competencies identified by the JMESDP are grouped into eight major categories. Table 4 contains the most current list of competencies and their associated categories. The categories are military medical readiness, general management, health law/policy, health resources allocation and management, ethics in health care environment, individual and organizational behavior, clinical understanding, and performance measurement. Military medical readiness is the largest category and contains seven competencies. Followed closely by health resources allocation and management and individual and organizational behavior, with six competencies each (JMESDP Core Curriculum, 2000).

Senior military healthcare leaders identified seven potential skill gaps during the single round Delphi studies identified above. The study participants, primarily physicians, identified knowledge gaps within the competencies of information management, financial management, facilities management, productivity outcomes measurement, alternative health care delivery systems, managing change, and material management (Executive Skills Training Report to the Congress, 1996). Four of these weaknesses lie within a single competency category, health resources allocation and management. Ehresmann and Davis (2002) point out that many senior military healthcare executives fail because they lack some critical executive-level skill not contained within their medical specialty. Skill-gaps in the primarily business-related competencies identified above seem to support this theory. Overcoming these and other

potential weaknesses within the healthcare leadership body is the primary focus of the JMESDP.

The Hudak Delphi Studies

The series of Delphi studies conducted by Hudak, Brooke, Finstuen, Sentell, Riley, and Trounson provide a uniform research methodology to forecast executive skills. This review consists of five studies and one meta-analysis within this research stream that focused on private and federal sector healthcare executives. All five of the reviewed studies utilized the Delphi technique to establish priorities and predict future trends (Hudak, Brooke, & Finstuen, 2000). Each study consisted of two iterations or rounds of the Delphi method, separated by content analysis conducted by an expert panel. In an open-ended format, executives in round one were asked to identify the five most important executive-level competencies they felt would be of greatest value to their peers within the next five to ten years. Additionally, the study cohorts were asked to delineate the requisite skills, knowledge, and abilities (SKA) needed to attain these competencies. Responses were entered into a database and frequencies of competencies and SKAs were determined. The expert panel grouped the collected competencies and associated SKAs into like-item domains and rank-ordered them by occurrence. In round two, results of the expert panel were shared with the respondent group. After reviewing the feedback from the initial round, respondents were asked to provide relative importance ratings for each of the SKAs identified. Importance ratings were assigned on a 7-point relative bipolar adjective rating scale anchored at the extremes by unimportant, coded as 1, to extremely important, coded as 7. During this iteration, demographics were collected regarding duty positions, titles, education, experience, and type of organization (Hudak et al., 2000).

Private Sector Studies

In the seminal study, Hudak, Brooke, Finstuen, and Riley (1993), focused on the most important competencies within the private sector of healthcare administration. The study population consisted of 50 Fellows of the American College of Healthcare Executives (ACHE). In total, this group identified 102 individual competencies that were refined into 34 like-item groupings and 91 separate SKAs. The 34 like-item competencies were categorized within the

domains of cost/finance, leadership characteristics, professional staff, health care delivery concepts, accessibility, ethics, quality/risk management, technology, and marketing (Table 5 - Hudak et al. 1993). The domain of cost/finance contained 28 percent of the 102 competencies identified by the cohort. The top five SKAs are displayed in Table 6 in rank-order of importance. Interestingly, not one of the top five SKAs was contained within the dominant domain of cost/finance. In fact, 64 percent of the SKAs are associated with the professional staff and leadership domains. Clearly, this study suggests that the qualitative interpersonal skills are just as important to the healthcare executive as quantitative, business-oriented expertise (Hudak et al., 1993).

In a following study, Hudak, Brooke, Finstuen, and Trounson (1997) sought to obtain a consensus of opinion from a larger, more diverse group of ambulatory healthcare administrators.

Table 5.
Private Sector Delphi Studies - By Domain

Author & Year	Hudak et al. 1993	Hudak et al. 1997	Brooke et al. 1998
Study Cohort	50 Fellows of the American College of Healthcare Executives	320 Fellows of American College of Medical Practice Executives	850 Physicians of the American College of Medical Practice Executives
Most Important Competencies (Descending Order)	1. Cost-Finance	1. Leadership & Strategic Mgt	1. Managing Healthcare Resources
	2. Leadership	2. Relationships Mgt	2. Business/Finance Fundamentals
	3. Professional Interactions	3. Resource Mgt	3. Leadership & Mgt
	4. Healthcare Delivery Concepts	4. Functional Mgt Planning	4. Vision/Strategic Planning
	5. Accessibility to Care	5. Stakeholder Mgt Skills	5. Comm/Interpersonal Skills
	6. Ethics	6. Patient Care Mgt	6. Human Resource & Performance Mgt
	7. Quality/Risk Mgt		7. Negotiating & Contracting
	8. Technology		8. Change Mgt
	9. Marketing		9. Governance/Policy
			10. Defining/Services & Growing
			11. Electronic Communications
			12. Ethics
			13. Maintaining Competency

Over 300 Fellows of the American College of Medical Practice Executives (ACMPE) were solicited to gather their collective judgments concerning management competencies in the private sector ambulatory care setting. This group supplied 668 competency statements that

were categorized into six competency domains (Table 5). The domains, in order of descending precedence, were leadership and strategic management, relationships management, resource management, functional management, stakeholder management, and patient care management. Table 6 contains the top five SKAs as rated by the Fellows. With the exception of the ability to adapt to change, the top SKAs centered on building and maintaining quality interpersonal relationships (Hudak et al., 1997).

In a similar study, Brooke, Hudak, Finstuen, and Trounson (1998) investigated the most important physician executive management competencies in medical groups and ambulatory care

Table 6.
Private Sector Delphi Studies - By SKA

Author & Year	Hudak et al. 1993	Hudak et al. 1997	Brooke et al. 1998
Study Cohort	50 Fellows of the American College of Healthcare Executives	320 Fellows of American College of Medical Practice Executives	850 Physicians of the American College of Medical Practice Executives
Most Important SKAs Descending Order)	1. Patience, listening skills, & communications	1. Listen, hear, & respond	1. Build & maintain credibility & trust
	2. Leadership, mgt, & human relations	2. Build trust, respect, & integrity	2. Be honest when facing hard decisions
	3. Strategic thinking & sense of vision	3. Ability & adaptability to change	3. Articulate a course for the organization
	4. Understanding physician motives	4. Speak effectively, write with purpose, & listen attentively	4. Persuade others to work as a team to achieve group's goals
	5. Conflict mgt, team building, & motivational leadership	5. Work with many types of individuals	5. Look for win/win solutions

settings. Unlike the study immediately above, this research endeavor focused solely on physicians as a subset of the ACMPE total population. The impetus was to provide practitioner-based management competencies and related SKAs. The collective judgments of 850 physicians nationwide identified 13 unique management domains (Table 5). The top five competencies in descending order are managing health care resources to create quality and value, fundamentals of business and finance, leadership and management competencies, development of vision and strategic planning for health care delivery systems, and communication/interpersonal skills. The remaining competencies identified in this study can be found in Table 5. As expected, this larger study population produced a broader, more comprehensive list of management competencies.

With respect to SKAs physician executives found most important, four of the top five are associated with the leadership and management competency domain. These SKAs are listed in Table 6 and are correlated with interpersonal skills development (Brooke et al., 1998; Hudak et al., 2000).

Federal Sector Studies

In 1994, Hudak, Brooke, and Finstuen (1994) changed focus from the private to the federal sector. U.S. Army leaders representing Hospital Commanders (physicians) and Deputy Commanders for Administration (hospital administrators) from 37 Army Medical Centers worldwide were selected as the study population. When combined, the respondents identified 187 individual competencies and over 200 specific SKAs. A total of 92 unique key phrases were produced from the original set of 187 competencies. An expert panel consisting of three Fellows of the ACHE sorted the key phrases into nine meaningful domains (Table 7). Similar to the 1993 Hudak et al. study, the domains ranked by importance in descending order, were cost/finance, healthcare delivery, access to care, quality/risk management, technology, professional staff relations, leadership, marketing, and ethics (Hudak et al., 1994; Hudak et al., 2000).

Examining leadership and management style differences between physicians (labeled

Table 7.

Federal Sector Delphi Studies - By Domain

Author & Year	Hudak et al. 1994	Sentell & Finstuen 1998
Study Cohort	74 Army CEOs & COOs	87 Navy CEOs & COOs
Most Important Competencies (Descending Order)	1. Cost & Finance 2. Healthcare Delivery 3. Access to Care 4. Quality/Risk Mgt 5. Technology 6. Professional Staff Relations 7. Leadership 8. Marketing 9. Ethics	1. Leadership 2. Healthcare Delivery 3. Cost & Finance 4, Technology 5. Accessibility 6. Professional Staff Mgt 7. Marketing 8. Quality/Risk Mgt 9. Ethics

CEO) and administrators (labeled COO) was an important aspect of this study. Table 8 contains

the composite results of both physicians and administrators.   However, when examined separately, differences in domain order precedence were apparent.   In stereotypical fashion, administrators ranked cost/finance as their top domain followed by access to care, healthcare delivery, and professional staff relations.   Conversely, physicians rated healthcare delivery as their top priority. Although cost/finance was the second highest rated domain for physicians, this group included quality/risk management and technology among their top four (Hudak et al., 1994).

Conclusions from this study indicate that successful administrators must devote time to develop relationships with professional staff that contain clinical specialties outside their peer

Table 8.

Federal Sector Delphi Studies - By SKA

Author & Year	Hudak et al. 1994	Sentell & Finstuen 1998
Study Cohort	74 Army CEOs & COOs	87 Navy CEOs & COOs
Most Important SKAs (Descending Order)	1. Patients, listening skills & communication	1. People skills
	2. Leadership, mgt, & human relations	2. Team building
	3. Understanding managed care initiatives contracts	3. Personal responsibility
	4. Conflict mgt, team building, motivational leadership	4. Innovation
	5. Strategic thinking & sense of vision	5. Communication skills

group. Presumably, by virtue of their medical degree, physicians are accepted members of the professional staff. Therefore, relationship building among peer group members requires less maintenance. Although important to both groups, administrators placed a higher priority on this domain than did physicians.

In the final study examined, Sentell and Finstuen (1998) collected the opinions of senior U.S. Navy hospital administrators defined as Commanding Officers, Executive Officers, and Directors for Administration. A five-member expert panel grouped 106 individual competencies into nine domains resembling those of the initial study conducted by Hudak et al. (1993). Unlike the Army healthcare executive study (Hudak et al., 1994), Naval administrators identified the

leadership domain as the most important. Following leadership were the domains of healthcare delivery, cost/finance, technology, accessibility, professional staff, marketing, quality/risk management, and ethics (Table 7). Characteristically, interpersonal skills, listed in Table 8, dominated the top SKAs of the Naval healthcare executives (Sentell & Finstuen, 1998).

Regardless of the study, cost/finance ranked among the top competency domains. If fact, analyzing the composite results of the studies discussed, private and federal sector healthcare executives identified 239 individual competencies within this domain. In terms of frequency of response, these executives selected cost/finance as the most important competency (Hudak et al., 2000). Figure 1 displays the three most important competencies as identified by Hudak et al. (1993), Hudak et al. (1994), Brooke et al. (1998), and Sentell and Finstuen (1998).

Figure 1

Composite Scoring of Top Domains - All*
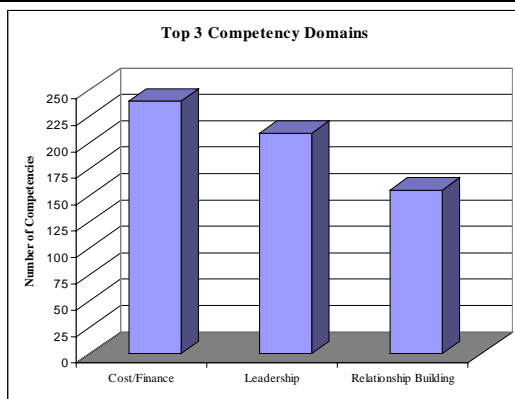
*Includes 4 studies (Hudak et al. (1993), Hudak et al. (1994), Brooke et al. (1998), and Sentell and Finstuen (1998))

Unfortunately, the Hudak et al. (1997) ACMPE study did not contain a complete list of competencies identified by the study population and was therefore removed from the composite analysis.

By contrast, these studies suggest the most important SKAs necessitate mastery of interpersonal communication (Tables 6 and 8). Given the above information concerning the relative importance of the cost/finance domain, one might expect an abundance of number-driven, quantitative skills to emerge. However, the opposite is evident. Drawing on conclusions presented in these studies, it is clear that future healthcare executives in the private and federal sector should possess a wide variety of quantitative and operational competencies tempered by an array of human relations expertise (Hudak et al., 2000).

Methods

The Delphi Technique

Delphi is a multiple iteration decision support tool that enables anonymous, systematic refinement of expert opinion with the aim of arriving at collective synergy of judgments between respondents (Dalkey & Helmer, 1963; Dalkey, 1969; Brown, Cochran, & Dalkey, 1969; Dalkey, Brown, & Cochran, 1969; Martino, 1972; Delbecq, Van de Ven, & Gustafson, 1975; Linstone & Turoff, 1975; Helmer, 1976). Deriving its name from the Oracle of Delphi, this method is closely associated with forecasting and prediction tools (Bowles, 1999; Jones & Hunter, 1995; Rowe & Wright, 1999). Originally developed in the early 1950's by the RAND CORPORATION for the Air Force, Dalkey and his associates used the method to predict the outcome of Russian nuclear bomb strikes on munitions capabilities within the United States (Dalkey & Helmer, 1963).

Use of the Delphi technique has proliferated over the years since its inception. In fact, the method has been used in more than 1,000 published research studies to include over 300 healthcare related projects (Bowles, 1999). The ability to gather opinion without the need to bring all respondents together is a fundamental advantage of this technique (Hasson, Keeney, & McKenna, 2000). Considering the diverse locations of Air Force MSC officers worldwide, obtaining consensus through other techniques would be less cost effective. Given its popular use, particularly within nursing circles and the previously described research, the Delphi technique was the researchers' methodology of choice.

Capturing and forecasting "real-world" executive competencies in current job language was the underlying impetus for this study. Deemed by the investigators as the superior method to determine executive competencies over the next ten years, the Hudak two-round Delphi technique was employed. Clearly, the Hudak studies capture the most important management competencies while employing the Delphi technique to its fullest potential. These studies shed light upon future competency requirements by posing a forward-looking Delphi questionnaire instrument. The inclusion of the phrase "what competencies do you deem most important to you or your peers in the next five to ten years" changes the emphasis from a pre-established static list

of competencies to one that promotes increased forethought and insight from executives studied.

Respondents

The investigators chose Air Force Medical Service Corps officers/executives as the study respondents based upon their demonstrated expertise enterprise-wide. These officers, serving in the grades of Colonel (O6) and Lieutenant Colonel (O5) were deemed to have the necessary education, expertise, and knowledge of current healthcare issues to best articulate and delineate future job requirements. To serve in the lowest grade selected for inclusion within this study requires a minimum of twelve years of military service and substantial healthcare experience. These individuals hold key positions in the MHS such as Commanders, Administrators, and Executive Directors of regional healthcare networks.

Procedures

Classic Delphi research projects consisted of four or more sequential rounds. However, recent literature suggests two or three rounds are preferred (Hasson et al., 2000; Couper, 1984). Hudak (1993, 1994, 1997, & 1998) modified the technique by including a three to five member expert panel to summarize responses between two subsequent rounds. For this study, the investigators conducted two iterations of the Delphi separated by an expert panel content analysis. Refining the process further, this research was facilitated and conducted via computer-based questionnaires. Following initial testing, the respondent group was solicited by electronic mail (Appendix A). A sequential model, characterized after the work conducted by Couper (1984), delineates the development cycle of this research and is presented in Figure 2.

Delphi Round 1 - Identification of Competencies

During round one, senior

Figure 2.
Delphi Sequence Model
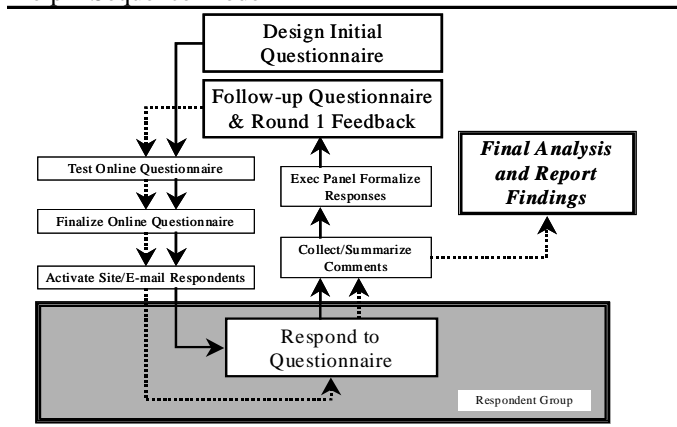
executives were asked to identify five important executive-level competencies they would consider of greatest value to themselves or their peers within the next five to ten years. Additionally, information was solicited as to the skills, knowledge, and/or abilities (SKA) that facilitate mastery of the accompanying competency. The open-ended nature of this questioning technique allowed the investigators to capture responses in current job language for use in the next iterative round.

Respondent anonymity was the primary ethical consideration during the data collection rounds of this study. The researchers ensured anonymity was maintained throughout the study by masking electronic identifiers that could have provided clues as to respondent identity. Data for round one was collected in a database through an internet portal. The database, by design, did not capture the electronic identification of respondents. Appendix B contains screen capture images of the actual data collection mechanism.

After all round one responses were collected, the investigators identified key phrases among the competencies. Key phrases were grouped and frequencies calculated. To conclude this round, the researchers grouped the competencies into draft categories using past studies and the key item phrases a guide.

Expert Panel - Content Analysis

Following round one, a five member expert panel was convened to collate and categorize cohort responses. The expert panel consisted of senior MSCs serving in the rank of colonel or selected for colonel and were board certified healthcare executives. Combined, these leaders had over 115 years of military experience and 129 years of healthcare related expertise. Individually and collectively, the panel categorized the competencies collected in round one into like-item domains. Following lengthy discussions, all competencies were placed into the most appropriate domain category as agreed by panel members. As a final step, the panel rank-ordered the domains by the total number of competencies assigned.

Delphi Round 2 - Determining Importance and Preparedness

Solicitation for round two was accomplished through electronic mail. The database utilized in this round facilitated data submission by providing automated transmittal of responses. Once again, respondent anonymity was maintained by immediately assigning each data packet a number, then deleting all electronic records of original transmission. In conjunction with the round two computer-based questionnaire instrument, respondents were provided feedback regarding round one. Results of the expert panel's placement of competencies within the domains and frequency of responses were shared. After reviewing the feedback, study participants were invited to complete a structured questionnaire to determine the relative importance of each SKA identified in round one. These SKA statements were used to provide a representative list of job requirements for each domain and were intentionally structured to capture the "job language" used by the respondents in the first iteration. A 7-point relative bipolar adjective rating scale was used to determine importance of each SKA statement developed. The scale, modeled after the Hudak and Griffith et al. (2002) studies, was anchored at the extremes by these two responses: "unimportant" and "critical".

Mirroring the maturation process of many Delphi studies (Linstone & Turoff, 1975; Martino, 1972; Griffith et.al., 2002), this project included an assessment of the preparation level of the next generation of healthcare executive. Similar to the rating scale used above, respondents were asked to assess the preparation level of Company Grade Officers (junior health executives) within their facility or working environment, keying on each SKA statement identified in round one (the term Company Grade Officer [CGO] is used to describe junior Medical Service Corps officers in the ranks of Captain, First Lieutenant, and Second Lieutenant). The 7-point adjective relative rating scale included response assessments at the extreme of "requires more training" balanced by "exceptional". The inclusion of this step was viewed as the next logical progression of the seminal works conducted by Hudak, Brooke, Finstuen, Sentel, Riley, and Trounson. Previous studies identified critical core competencies that could be used to provide insight to prepare would-be executives for larger, more challenging roles. However, researchers sought to provide leaders with a potential list of immediate educational priorities by

combining SKA importance with skill-gap assessment.

In total, 187 SKA statements were evaluated for importance and preparedness. Additionally, background demographics were collected on rank, years of military service, years of healthcare experience, gender, executive position, education, and professional affiliations. Descriptive statistics for importance and preparedness were computed. Internal consistency and inter-rater reliability indices were assessed using Cronbach's coefficient α to determine if the average ratings computed are stable and agreed upon by MSC executives within the domains. A gap-analysis was conducted on each SKA statement to determine the difference between the senior executive reported importance (referred to as "importance") and senior executive reported preparedness ratings of their junior health executives (referred to as "preparedness"). Statistical significance was determined using a Paired Samples t Test for each SKA statement pair (importance and preparedness). Additionally, Analysis of Variance was performed to ascertain differences among the demographic groups based on rank, gender, and executive position.

Content and construct validity issues are summarily controlled for by the inclusion of the expert panel content analysis and careful attention to proven design characteristics of the Delphi technique (Meadows, Finstuen, & Hudak, 2003). Based upon their vast knowledge and healthcare related experience, the five-member expert panel categorized each respective competency into domains they deemed most appropriate. Additionally, to ensure non-biased placement of competencies within domains, expert panel members did not participate in either round of data collection. Further, construct validity is maintained by strict adherence to methodology procedures and boundaries that have been proven valid in both the Hudak and Griffith et al. (2002) published works.

<div align="center">**Results**</div>

<u>Delphi Round 1 - Competencies Identified</u>

In the first round, 70 of the 202 members of the focus group responded to the open-ended questionnaire, for a response rate of 34.6 percent. The response rate was considered adequate for the methodology based upon past studies conducted (Hudak et al., 1993). In total, the

respondent group identified 303 individual competencies. Born out of this original set of competencies, 51 unique competencies emerged (like-item competencies were merged to produce unique item-competencies). The investigators grouped these competencies into draft categories for expert panel analysis.

Expert Panel - Domains Identified

In February 2003, the five-member expert panel convened to begin work on assembling

Table 9.

Reported Frequencies of Important Competencies within Twelve Healthcare Executive Domains

Domain	Frequency[a]	%	Domain	Frequency[a]	%
1. Leadership	*56*	*18.5*	*7. Human Resource Management*	*23*	*7.6*
Leadership	23		Staffing	13	
Change Management	12		Training	4	
Communication	9		Retention	4	
Team Building	7		Integration of Employees	1	
Mentoring	4		Personnel Management	1	
Uniform Code of Military Justice	1				
2. Expeditionary Operations	*36*	*11.9*	*8. Contracting*	*20*	*6.6*
Expeditionary Force Operations	24		Contract Management	9	
Contingency Operations	12		Contract Negotiation	7	
			Contract Development	4	
3. Resource Management	*35*	*11.6*	*9. Strategic Management*	*20*	*6.6*
Financial Management	19		Strategic Planning	13	
PPBS	10		Doctrine	2	
Business Case Analysis	4		Innovation	2	
Cost Management	1		Organizational Structure	2	
Reimbursement	1		Visionary	1	
4. Technology & Information	*33*	*10.9*	*10. Clinical Practice Management*	*19*	*6.3*
Information Management	22		Group Practice Management	9	
Technology Acquisition	4		Professional Staff Management	5	
Data Conversion	3		Provider Relations	2	
Wirehead	3		Medical Records & Coding	2	
Information Security	1		Product Line Management	1	
5. Business Management	*26*	*8.6*	*11. Logistics & Infrastructure*	*8*	*2.6*
Practical Business Skills	10		Logistics Management	5	
Program Management	5		Infrastructure Management	3	
Cognitive Analysis	3				
Customer Relations Management	3				
Performance Improvement	3				
Marketing	2				
6. Health Plan Management	*24*	*7.9*	*12. Regulatory/Compliance*	*3*	*1.0*
TRICARE Knowledge	8		HIPAA & Patient Safety	1	
Principles of Managed Care	7		Legal Environment	1	
Population Health	5		Regulatory Compliance	1	
Benefit Management	4				
			Total Competencies	**303**	**100.0**

[a]Frequencies are the number of times a like-item competency was listed by respondents in the first iteration of Delphi.

the 51 unique competencies into meaningful, evocative domains. Prior to this date, each panel member received a complete list of all competencies identified in round one as well as the draft competency groupings. Following in depth discussions ranging from placement of individual competencies into categories to final domain titles, the panel reached consensus on placement of the 51 competencies into 12 domains (Table 9.). The top domain was leadership with a total of 18.5 percent of the competencies identified. Expeditionary operations (11.9 percent), resource management (11.6 percent), and technology and information (10.9 percent) round out the top 4 competency domains.

Additionally, to enhance validity, the expert panel completed a post-session questionnaire to determine the degree of satisfaction and level of agreement between members concerning final placement of competencies within selected domains (Beretta, 1996).   When asked "how satisfied are you with (1) the outcome of the expert panel discussion… (2) placement of competencies within domains… (3) final domain titles", panel members rated these questions on average 6.4, 6.6, and 6.6 respectively (7-point bipolar adjective rating scale; 1 = extremely dissatisfied, 7 = extremely satisfied).

Delphi Round 2 - Importance and Preparedness Assessed

In the second and final round of the Delphi, 39.4 percent of the respondents completed the computer-based questionnaire instrument (78 of 198 respondents). The total respondent cohort was slightly reduced in this

Table 10.

Demographics of Air Force Medical Service Corps Executives

Variable	Mean	S.D.	No.[a]	%
Experience				
Years in Military	21.1	4.7		
Years in Healthcare	21.4	4.2		
Rank				
Colonel			25	33.3
Lieutenant Colonel			50	66.7
Gender				
Male			61	81.3
Female			14	18.7
Executive Position				
Administrator			7	9.3
Commander/Administrator			15	20.0
Commander			15	20.0
Staff/Other			38	50.7
Education				
MHA			35	46.7
MBA			24	32.0
MPH			7	10.7
M. Ed.			1	1.3
Other Masters			20	26.7
Doctorate			14	18.7
Affiliations				
ACHE			58	77.3
AAMA			20	22.7
Certified Healthcare Executive			58	77.3

[a]Number of participants who responded to variable.

round due to uncontrollable factors such as retirement, unavailability due to military operations, and/or permanent change of station (transitional period while moving from location to location). Although the primary purpose for round two was to assess SKA importance, background demographic data was also collected.   Table 10 contains summary demographics for respondents. This set of competent military healthcare administrative executives had over 21 years of military experience and slightly more years of healthcare expertise. All respondents held at least one masters degree and several had double masters as part of their resume. Master of Healthcare Administration (MHA) and Master of Business Administration (MBA) were the most prevalent type of graduate degree possessed by the respondents. Adding to the already impressive credentials of this focus group, nearly 19 percent had post-graduate or doctoral level degrees and 77.3 percent were certified healthcare executives by one or more of the nationally recognized certification bodies.

Initially, inter-rater reliability was determined for each domain using Cronbach's coefficient α (value set at .70 or greater) and reported in Table 11. This testing was conducted to determine the degree of agreement within domains regarding SKA statements for importance and preparedness. Reported α coefficients for SKA statement importance ranged from .96 to .85 in

Table 11.

SKA Statement Allotment and Interrater Reliability by Domain

Domain	SKA Statements Rated[a]	% of SKA Statements	Cronbach's Coefficient Alpha[b]	
			Importance	Preparedness
Leadership	42	22.46	.94	.98
Expeditionary Operations	16	8.56	.96	.95
Resource Management	15	8.02	.95	.96
Technology & Information	19	10.16	.94	.95
Business Management	18	9.63	.93	.96
Health Plan Management	11	5.88	.91	.93
Human Resource Management	15	8.02	.89	.89
Contracting	11	5.88	.93	.92
Strategic Management	12	6.42	.92	.89
Clinical Practice Management	16	8.56	.93	.93
Logistics & Infrastructure	7	3.74	.87	.89
Regulatory/Compliance	5	2.67	.85	.82
Total	187	100.00		

[a]Number of unique SKA statements within domain.
[b]All Cronbach's coefficient alphas exceed an acceptable value of .70 and represent stable internally consistent measurements of the means for the SKA statements within domains.

the domains of expeditionary operations and regulatory/compliance respectively. Indices for the preparedness component of the study ranged from a high of .98 for the leadership domain to a low of .82 for the regulatory/compliance domain. All findings exceeded the .70 standard of acceptance.   In fact, 18 of the 24 total categories had α coefficients of .90 or greater. Given this information, these results indicate a substantial level of agreement among Air Force senior MSC officer raters regarding the SKA statements within domains.

Average SKA statements evaluated for importance ranged from a high of 6.84 to a low

Table 12.

Descriptive Statistics for the Top Two Most Important SKAs and Associated Preparedness Ratings within Domains

Domain	SKA Description	Importance[a]		Preparedness[b]	
		Mean	S.D.	Mean	S.D.
Leadership	1. Ability to demonstrate accountability, integrity, and officership	6.84	0.41	5.94	1.17
	2. Interpersonal, communication, and listening skills	6.49	0.73	4.96	1.23
Expeditionary Medicine	1. Knowledge of protective measures (CNBC)	5.57	1.12	4.71	1.23
	2. Ability to develop, exercise, and deploy emergency response teams	5.45	1.07	4.00	1.49
Resource Mgt	1. Basic budgeting skills (development, tracking, & execution)	5.85	0.92	4.76	1.29
	2. Knowledge of AF and AFMS financial planning	5.54	0.95	4.32	1.33
Tech/Info	1. Data analysis skills	5.86	0.90	4.54	1.53
	2. Ability to create relative information from data	5.82	0.87	4.13	1.87
Business Mgt	1. Time management, organizational, and planning skills	6.27	0.75	4.86	1.16
	2. Critical decision making skills	6.25	0.78	4.58	1.27
Health Plan Mgt	1. Knowledge of TRICARE initiatives (T-NEX, TRICARE Online)	5.57	0.92	4.21	1.57
	2. Knowledge of TRICARE terminology	5.54	1.03	4.77	1.31
HRM	1. Ability to effectively supervise	6.38	0.70	4.75	1.22
	2. Core competency skills	6.24	0.80	4.84	1.16
Contracting	1. Ability to correctly identify need for contract	5.37	0.81	3.96	1.28
	2. Ability to develop Statement of Work (SOW) and technical criteria for contracts	5.16	0.99	3.71	1.54
Strategic Mgt	1. Understand the line mission and role	6.10	0.99	4.63	1.40
	2. Understand and incorporate AF vision, mission, and values	5.94	1.04	5.17	1.04
Clinical Practice Mgt	1. Interpersonal relations with professional staff (NC, MC, BSC, DC)	6.19	0.82	5.09	1.31
	2. Knowledge of JCAHO/HSI standards	5.99	0.81	4.43	1.25
Log/Infrastructure	1. Basic logistics skills	5.54	0.85	4.25	1.40
	2. Ability to create a systematic, long-term plan for infrastructure upgrade	5.40	1.12	3.52	1.53
Regulatory/Comp	1. Understand impact of HIPAA	5.74	0.83	4.03	1.64
	2. Knowledge of privacy and consent issues	5.61	0.91	4.31	1.28

[a]Importance rating base on 7-point bipolar rating scale (1 = Unimportant, 7 = Critical).

[b]Preparedness rating based on 7-point bipolar rating scale (1 = Requires more training, 7 = Exceptional).

HRM = Human Resource Management

of 3.92 with a majority of the ratings between 5.00 and 6.00 on a 7-point rating scale. SKA

statement ratings for preparedness of junior executives were consistently lower than those reported for importance. In fact, preparedness ratings only exceeded importance ratings in 2 out of 187 SKA statements (see Appendix C, Table C1 for a complete listing of all SKA statements). Table 12 displays the top two most important SKA statements by domain to include means and standard deviations for both importance and preparedness. The leadership domain contained the two highest rated SKA statements. Of the 12 domains, only leadership, business management, clinical practice management, and strategic management had importance ratings above 6.00.

Descriptive statistics for the 15 most important SKA statements and associated junior

Table 13.

Descriptive Statistics for the Top 15 Most Important SKAs and Associated Preparedness Ratings

SKA Description	Domain	Importance[a]		Preparedness[b]	
		Mean	S.D.	Mean	S.D.
1. Ability to demonstrate accountability, integrity, and officership	Leadership	6.84	0.41	5.94	1.17
2. Interpersonal, communication, and listening skills	Leadership	6.49	0.73	4.96	1.23
3. Ability to demonstrate work and business ethics	Leadership	6.39	0.76	5.70	1.07
4. Ability to effectively supervise	HRM	6.38	0.70	4.75	1.22
5. Ability to accept, articulate, and execute directives of superiors	Leadership	6.29	0.77	5.51	1.19
6. Problem solving skills	Leadership	6.29	0.72	5.18	1.30
7. Time management, organizational, and planning skills	Business Mgt	6.27	0.75	4.86	1.16
8. Critical decision making skills	Business Mgt	6.25	0.78	4.58	1.27
9. Core competency skills	HRM	6.24	0.80	4.84	1.16
10. Ability to motivate and sustain morale	Leadership	6.23	0.75	5.04	1.35
11. Interpersonal relations with professional staff	Clinical Practice Mgt	6.19	0.82	5.09	1.31
12. Ability to foster team-work and build consensus	Leadership	6.16	0.81	5.07	1.18
13. Ability to manage in turbulent times	Leadership	6.15	0.83	5.13	1.09
14. Executive writing skills	Leadership	6.15	0.72	4.71	1.33
15. Ability to relate and cooperate with peers	Leadership	6.14	0.69	5.49	1.15

[a]Importance rating base on 7-point bipolar rating scale (1 = Unimportant, 7 = Critical).

[b]Preparedness rating based on 7-point bipolar rating scale (1 = Requires more training, 7 = Exceptional).

HRM = Human Resource Management

executive preparedness ratings are provided in Table 13. As in previous studies, a non-quantifiable ability was identified as the single most important. The "ability to demonstrate accountability, integrity, and officership" ranked highest among senior MSCs. Notably, 10 out of the 15 SKA statements displayed in Table 13 are contained within the leadership domain. In fact, the three highest rated SKA statements are from this very important domain. The next

highest rated domain (human resource management) contained the overall fourth most important SKA statement the "ability to effectively supervise". Additionally, only four domains are represented in this table; leadership, human resource management, business management, and clinical practice management.

Table 14 shows the summary statistics for the top junior executive preparedness ratings. Interestingly, the top rated preparedness item corresponds to the highest rated importance SKA statement. Overall, there were six like item SKA statements appearing in both the top 15 most important and highest rated junior executive preparedness tables (indicated by * in Table 14). Once again, the leadership domain in this table far outweighed all other domains combined, capturing 13 out of 15 entries. With "adequate" being used as the fulcrum or center-point of the 7-point bipolar rating scale used in this study, the preparedness ratings range from "better than adequate" to slightly less than "good".

Table 14.

Descriptive Statistics for the Top 15 Highest CGO Preparedness Ratings

SKA Description	Domain	Importance[a]		Preparedness[b]	
		Mean	S.D.	Mean	S.D.
1. Ability to demonstrate accountability, integrity, and officership*	Leadership	6.84	0.41	5.94	1.17
2. Ability to use application software to communicate message (Word, PowerPoint, Email)	Leadership	5.66	0.87	5.73	1.11
3. Ability to demonstrate work and business ethics*	Leadership	6.39	0.76	5.70	1.07
4. Ability to demonstrate enthusiasm and commitment	Leadership	6.03	0.69	5.64	1.05
5. Ability to demonstrate followership	Leadership	5.89	0.71	5.54	1.20
6. Ability to accept, articulate, and execute directives of superiors*	Leadership	6.29	0.77	5.51	1.19
7. Ability to relate and cooperate with peers*	Leadership	6.14	0.69	5.49	1.15
8. Ability to demonstrate empathy and sympathy	Leadership	5.27	0.85	5.26	0.93
9. Ability to demonstrate courage and fortitude	Leadership	5.85	0.91	5.23	1.30
10. Knowledge of leadership principles, styles, and theory	Leadership	5.95	0.87	5.21	1.15
11. Problem solving skills*	Leadership	6.29	0.72	5.18	1.30
12. Understand and incorporate AF vision, mission, and values	Strategic Mgt	5.94	1.04	5.17	1.04
13. Ability to promote and attain higher education/PME	HRM	5.57	0.96	5.17	1.15
14. Ability to be a positive and influential role model	Leadership	5.99	0.87	5.16	1.23
15. Ability to manage in turbulent times*	Leadership	6.15	0.83	5.13	1.09

*Item is contained within the top 15 most important SKAs.

[a]Importance rating base on 7-point bipolar rating scale (1 = Unimportant, 7 = Critical).

[b]Preparedness rating based on 7-point bipolar rating scale (1 = Requires more training, 7 = Exceptional).

CGO = Company Grade Officer, HRM = Human Resource Management

Conversely, the next two tables show the 10 lowest rated SKA statements in both categories of importance and preparedness, Tables 15 and 16 respectively. The lowest rated importance SKA statement was "web-page development skills" from the domain of technology and information (Table 15). In reality, this domain claimed 5 of the 10 lowest rated SKA statements in terms of importance. Given the recent trend of outsourcing the IM/IT function at Air Force facilities, these results underpin the current school of thought among the MHS leadership body. Table 16 contains the 10 lowest junior officer performance ratings from the list of 187 SKA statements. "Knowledge of the Federal Acquisition Regulation (FAR)" was the lowest rated SKA statement, receiving an average junior officer performance score of 3.16 (slightly better than marginal performance).

Table 15.

Descriptive Statistics for the 10 Least Important SKAs and Associated Preparedness Ratings

SKA Description	Domain	Importance[a]		Preparedness[b]	
		Mean	S.D.	Mean	S.D.
178. Knowledge of multi-service platforms and joint readiness regulations	Expeditionary Oper.	4.57	1.06	3.18	1.42
179. Knowledge of the Federal Acquisition Regulation (FAR)	Contracting	4.55	1.09	3.16	1.44
180. Knowledge of MSC accession mechanisms	HRM	4.54	0.93	4.57	0.97
181. Knowledge of basic contract law	Contracting	4.46	0.87	3.53	1.41
182. Knowledge of interconnectivity and interactivity of systems (interface)	Technology/Info.	4.37	0.99	3.49	1.50
183. Knowledge of basic engineering/construction	Logistics/Infra.	4.36	1.04	3.39	1.42
184. Knowledge of USAF/DoD technology acquisition process	Technology/Info.	4.35	1.14	3.64	1.59
185. Network management skills	Technology/Info.	4.25	1.19	3.44	1.58
186. Knowledge of systems architecture	Technology/Info.	4.16	0.90	3.69	1.47
187. Web-page development skills	Technology/Info.	3.92	0.87	3.43	1.43

[a]Importance rating base on 7-point bipolar rating scale (1 = Unimportant, 7 = Critical).
[b]Preparedness rating based on 7-point bipolar rating scale (1 = Requires more training, 7 = Exceptional).
HRM = Human Resource Management

Unfortunately, the SKA statements that are critical in the civilian environment appear within this least prepared table. For example, the fairly important SKA statements of "knowledge of coding practices/billing procedures", "ability to include new technologies into facility upgrade plan", and "effective contract negotiation", all have preparedness ratings well

below adequate (4.00); with average ratings of 3.3.,3.27, and 3.23 respectively. While coding

and billing issues are relatively new to the military healthcare environment, collections from

third party insurers are fast becoming a major source of discretionary funding for many MTFs.

Table 16.

Descriptive Statistics for the 10 Lowest CGO Preparedness Ratings

SKA Description	Domain	Importance[a]		Preparedness[b]	
		Mean	S.D.	Mean	S.D.
178. Knowledge of Air Evac/casualty management systems	Expeditionary Oper.	4.69	1.08	3.31	1.58
179. Knowledge of coding practices/billing procedures	Resource Mgt.	5.19	1.09	3.30	1.52
180. Knowledge of various contracting types (fixed price, cost plus, etc)	Contracting	4.68	0.99	3.29	1.40
181. Ability to incorporate new technologies into facility upgrade plan	Logistics/Infra.	5.04	1.10	3.27	1.50
182. Effective contract negotiation skills	Contracting	5.03	1.06	3.23	1.50
183. Knowledge of theory of the Incident Command System/NDMS/FEMA	Expeditionary Oper.	4.61	1.24	3.18	1.39
184. Knowledge of multi-service platforms and joint readiness regulations	Expeditionary Oper.	4.57	1.06	3.18	1.42
185. Knowledge of healthcare, environmental, tort, and labor relations law	Regulatory/Comp.	4.66	0.96	3.18	1.42
186. Knowledge of ICD-9, DRG, CPT, HCPCS codes	Clinical Practice Mgt.	4.57	1.02	3.17	1.45
187. Knowledge of the Federal Acquisition Regulation (FAR)	Contracting	4.54	1.09	3.16	1.44

[a]Importance rating base on 7-point bipolar rating scale (1 = Unimportant, 7 = Critical).

[b]Preparedness rating based on 7-point bipolar rating scale (1 = Requires more training, 7 = Exceptional).

NDMS = National Defense Medical System, FEMA = Federal Emergency Management Administration

CGO = Company Grade Officer, DRG = Diagnostic Related Groups, CPT = Current Procedural Terminology

Gap Analysis

The gap between the perceived importance rating and junior executive preparedness was

assessed using a Paired Samples t Test with $p<.05$ to determine significance. As previously

stated, Appendix C contains the descriptive statistics of all 187 SKA statements to include gap

analysis and significance findings. Table 17 highlights the 20 largest mean difference gaps

reported in this study. The clinical practice management domain has the SKA with the largest

spread between average importance and preparedness ratings. This SKA, "knowledge of patient

administration issues", has a gap of 2.10 and is significant at $p<.001$.

Table 17.

The 20 Largest Mean Difference Gaps Between Importance and Preparedness Ratings

	Domain	**Importance**[a]		**Preparedness**[b]		**Gap**[c]
		Mean	**S.D.**	**Mean**	**S.D.**	
1. Knowledge of patient administration issues	Clinical Practice Mgt	5.63	0.80	3.54	1.57	2.10 **
2. Military writing skills (ORP/EPR/SSS/Decorations/Awards)	Leadership	5.99	0.79	4.06	1.55	1.93 **
3. Knowledge of coding practices/billing procedures	Resource Mgt	5.19	1.09	3.29	1.52	1.90 **
4. Knowledge of what drives provider productivity	Clinical Practice Mgt	5.63	0.90	3.74	1.50	1.89 **
5. Ability to create a systematic, long-term plan for infrastructure upgrade	Logistics/Infra	5.40	1.12	3.52	1.53	1.88 **
6. Insight into providers decision making processes and empathy for their frustrations	Clinical Practice Mgt	5.56	0.98	3.70	1.48	1.86 **
7. Thorough understanding of the MAPGG and its effects upon the MTF	HRM	5.94	0.95	4.10	1.69	1.84 **
8. Effective contract negotiation skills	Contracting	5.03	1.06	3.23	1.50	1.80 **
9. Ability to incorporate new technologies into facility upgrade plan	Logistics/Infra	5.04	1.10	3.27	1.50	1.77 **
10. Knowledge of revised financing	Resource Mgt	5.32	1.10	3.56	1.60	1.76 **
11. Ability to speak the "provider's" language	Clinical Practice Mgt	5.28	1.02	3.53	1.40	1.75 **
12. Understand impact of HIPAA	Regulatory/Comp	5.74	0.83	4.03	1.64	1.71 **
13. Ability to create relative information from data	Tech/Information	5.82	0.87	4.13	1.87	1.70 **
14. Ability to communicate and teach the business of healthcare to providers	Clinical Practice Mgt	5.39	0.93	3.72	1.48	1.67 **
15. Critical decision making skills*(8)	Business Mgt	6.25	0.78	4.58	1.27	1.67 **
16. Ability to determine optimal mix of care (direct/network)	Resource Mgt	5.47	1.10	3.81	1.57	1.66 **
17. Knowledge of AF doctrine	Strategic Mgt	5.34	0.94	3.71	1.49	1.63 **
18. Ability to effectively supervise*(4)	HRM	6.38	0.70	4.75	1.22	1.63 **
19. Knowledge of data mining and extraction tools (CHCS, M2, MCFAS, etc	Tech/Information	5.29	0.94	3.67	1.76	1.62 **
20. Knowledge of homeland security issues	Exped Operations	5.23	1.17	3.61	1.68	1.62 **

[a]Importance rating base on 7-point bipolar rating scale (1 = Unimportant, 7 = Critical).

[b]Preparedness rating based on 7-point bipolar rating scale (1 = Requires more training, 7 = Exceptional).

[c]Paired samples t test to determine statistical significance

*Item ranked in the top 15 most important SKAs

**Statistically significant at p<.001

Demographic Differences

An important aspect of the study was to determine the differences among the study cohorts by gender, rank, and current position. Analysis of Variance was used to determine the significance between various groups listed above (p<.05).

Difference by Gender

Gender differences among the respondent group produced the greatest number of statistically significant variations. Appendix D, Table D1 contains the 29 SKA statements

highlighting this difference. In relation to the entire SKA statement set, only 7.7 percent had statistically significant values. The leadership domain contained many of the differences. Of the total, 14 were from this domain. Female respondents generally rated importance in this area lower than did males.

Difference by Rank

Of the cohort that responded to the rank question, two-thirds were Lieutenant Colonels. This response dispersion among Colonels and Lieutenant Colonels is consistent with the make up of the cohort (approximately 30 percent Colonels and 70 percent Lieutenant Colonels). There were 24 statistically significant differences or 6.4 percent. Of the 24, Colonels rated importance or preparedness lower more often than did Lieutenant Colonels by a margin of 3 to 1. Appendix E, Table E1 contains the significant SKA statements differences by rank in domain order.

Differences by Position

Appendix F, Table F1 highlights the 5 significant differences in terms of current position held. There were four positions analyzed for the purpose of this study; administrators (7), commanders/administrators (15), commanders (15), and staff/other (38). The category of commander/administrator contained those respondents who identified themselves as squadron, group, or deputy commanders as well as administrators. Those respondents who identified their current position as one outside the typical MTF were grouped in the category of staff/other. In general, this category was made up of lead agent or Major Command or Air Staff personnel. Commanders had the lowest ratings 3 out of 5 times while the staff/other group provided the highest ratings 3 out of 5 times.

Discussion

The competencies identified in this study closely resemble many of the studies conducted in the private and federal sector by Hudak and others. Similarities include the dominance of qualitative, relationship-building skill sets of integrity, communication, and ethics among the highest rated SKA statements. Although all of the top five SKAs in terms of importance are qualitative, the sixth through ninth and fourteenth highest rated SKA statements are quantitative

in nature (Table 13). This underscores the need for well-balanced leadership among Air Force healthcare executives.

Interestingly, the most notable difference can be found when comparing the results from round one of this study with the two studies conducted on like military populations in Table 7. Niether the Hudak et al. (1994) or the Sentell and Finstuen (1998) study contained any reference to the military-specific domain of expeditionary operations. Granted, recent events such as the bombing of the World Trade Center and the intense, but reasonably short Afghan and Iraq wars have led to a heightened-sense of military medical readiness within our circles. However, support for the war-fighter is the primary purpose for the existence of military medicine.

Another notable difference is the alignment of the top rated domain and the top rated SKA. In the previous studies, the top rated SKA was not in the most dominant domain. In this study, the highest rated SKA statement in terms of importance was in the domain of leadership (highest in terms of frequency of competencies identified). In fact, 10 of the 42 SKA statements (23.4 percent) found in the leadership domain ranked 15 or higher in terms of importance. This highlights the major emphasis upon leadership within the military medical community.

This study included another valuable assessment tool, a junior preparedness rating. SKA statements for importance were paired with an assessment of the preparedness level of the average junior executive within the office or facility of the senior MSC respondent. This was done to determine the preparation level of junior executives among the most important SKA statements. Of the 15 most important SKA statements, junior executives received 6 of their top performance ratings within this group. On the other end of the spectrum, Table 16 provides an excellent list of potential training deficiencies among junior executives.   The average SKA statement in terms of importance on this list ranges from "important" to "very important", while the average junior executive preparedness is rated just above "marginal" but less than "adequate". These results indicate that additional training or mentoring is required to raise preparation level to at least "adequate" regarding SKA statements deemed important or higher.

Differences among gender were also evaluated (Appendix D, Table D1 - Significant

Differences and Appendix H - Descriptives and ANOVA for gender by domain - all). There were significant gender differences in 29 non-paired SKA statements (187 SKA statements were examined for importance and preparedness, total of 374 statements). Of the differences, 25 were related to importance and only 4 were associated with preparedness. Interestingly, most of the gender differences were noted in the determination of SKA statement importance in the domain of leadership. Overwhelmingly, males ranked the SKA statements in this domain more important that did their female counterparts. In fact, the Analysis of Variance revealed a consistent pattern among the statistically significant gender differences. Males rated importance higher in all 25 SKA statements in every domain. It is intriguing to note that nearly 50 percent of these SKA statements for importance are related to qualitative skills such as motivation, communication, and teamwork. Perhaps males tend to place a higher priority on relationship skills to avoid stereotypical categorization. Or, possibly males rated items higher as a consistent behavior regardless of the item. However, the ratings for preparedness were split evenly between males and females. Females rated junior executive preparedness higher 2 out of 4 times.

Unlike the gender differences, significant differences in rank were associated with preparedness ratings. Of the 24 differences identified in Appendix E, Table E1, only 5 were tied to importance. Colonels tended to rate junior executive preparedness lower than did Lieutenant Colonels (13 out of 19 times). The reverse is evident when examining SKA importance. In all 5 cases, Colonels rated importance higher than the other study segment (see Appendix I for a complete listing of rank differences by domain).

Results of this study indicate that the current position of the healthcare executive does not particularly influence importance or preparedness ratings. Only 5 or 1.3 percent of the SKAs examined had notable differences regarding position (Appendix F, Table F1). Of these differences 4 were associated with preparedness. On average, the personnel assigned to staff positions tended to provide higher ratings than did the other categories (see Appendices J and K for descriptive statistics and ANOVA for position). While differences among men and women

were identified in this study, these differences were recorded in only 7.7 percent of the SKA statements.

By far, the most compelling finding of this study is thought by the researchers to be the mean difference analysis conducted examining differences between average importance and preparedness ratings. Statistically significant gaps ($p<.05$) were noted in 182 of 187 SKA statements, or 97.3 percent. More telling were the number of significant findings that exceeded the $p<.001$ threshold. As evidenced in Appendix C, Table C1, over 90 percent of the SKA statements surpassed this mark. While none of the average ratings were below "marginal", 67 or 35.8 percent of the SKA statements were rated below "adequate" in terms of preparedness. Conversely, only 24 (12.8 percent) out of 187 SKA statements were rated "better than adequate" or higher. In general, junior executives were inadequately prepared in greater than 65 percent of the SKAs found within this study.

Limitations

The use of email notifications and computer based questionnaire applications may have had influence on response rates. Accuracy of email addresses was a continual source of consternation for researchers. Given the propensity of relocations among military personnel, the investigators relied exclusively upon global email addresses and a master list of email addresses for personnel in the rank of Colonel provided by the MSC Colonels Group. Undeliverable email messages lowered the total respondent group by approximately 5 percent. Additionally, differences in application software versions or failure of the software to save responses accounted for four completely blank survey responses (these blank questionnaire responses were not used in any statistical calculations).

Conclusions and Recommendations

This study establishes a prioritized list of executive competencies rank ordered by importance for Air Force MSCs (Appendix G, Table G1). The highest rated SKA statements establish an elevated need for the ability to demonstrate high levels of integrity and business ethics, conduct positive interpersonal communications, and effectively supervise employees.

Additionally, successful MSC executives require an infusion of quantitative skills such as the ability to make critical decisions, organization and planning prowess, and must master effective executive writing. In conjunction, this research identified apparent strengths and weaknesses in the preparation level of junior executives in this career field. Weaknesses identified in those SKA statements rated "important" or higher, should be crosschecked with current training curricula to ensure complete coverage. In addition, officer accession and recruitment efforts should be retooled to focus on academic and experiential preparation to include both qualitative and quantitative abilities.   Finally, this study could potentially be of most use to executives at all levels in the area of self-evaluation. This work establishes the benchmark of current leadership thinking and provides insight into the world of executive skills. If used as a checklist, senior and junior MSCs alike could build a complete toolbox of competencies that establish superior levels of excellence and will prepare them for larger, more fulfilling executive roles.

Disclaimer

The conclusions presented in this manuscript are the opinion of the researchers and do not reflect the judgments of the Army, Air Force, or the Department of Defense. Additionally, this study is exempt from Army Institutional Review Board requirements as per AR 40-38, Appendix B, paragraph B-3, Educational Methods (Appendix L).   Further, subsequent publication of the findings of this research or its likeness beyond fulfillment of degree requirements will necessitate prior approval of the Air Force Senior MSC Council and appropriate Service public affairs offices.

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Appendix A– Initial Solicitation E-Mail

Colleagues,

By virtue of your extensive knowledge and position as a leader within the Medical Service Corps, I highly encourage you to participate in an exciting research study conducted by one of our Baylor graduate students, Capt(s) Douglas Stevens. The research entitled "Executive Skills 2010: A Toolbox of Competencies for the Medical Service Corps Officer of the 21st Century", seeks to identify the most critical competencies and describe the job skill, knowledge, and ability requirements that current and future MSC executives must posses to be successful in the next five to ten years. Additionally, in a later questionnaire, you will have the opportunity to evaluate junior MSCs within the competencies identified. Essentially, future MSCs will be equipped with a toolbox of competencies that you, as current healthcare executives, identify through this research vehicle.

This study will enhance the body of executive skills research previously conducted for Army and Navy MSCs as well as the Tri-Service executive skills development program. However, defining competencies for the Air Force MSC is the focus of this project. Therefore, the results may have considerable more impact within our corps.

Bottom line: you will be asked complete two online questionnaires, one now and another within 90 days. Each questionnaire will require 15-30 minutes of your time. This study has the full support of the U.S. Army-Baylor faculty and has been approved by the Senior MSC Council. I assure you, your individual responses will remain completely anonymous. I appreciate your investment of time and invaluable insight that will assuredly make this important research project a success!   Please click on the link below to begin or type text into browser (note: web page designed for IE and respondent must have a "mil" domain name).

CLICK HERE TO BEGIN: https://extranet.whmc.af.mil/survey/index.htm

Cordially,

Thomas A. Peters, Col, USAF, MSC
Administrator, Wilford Hall Medical Center

Appendix B: Delphi - Round 1 Data Collection

Appendix C: Competencies by Domain - Gap Analysis

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Table C1

Descriptive Statistics for SKAs by Domain (Gap Analysis -Paired Samples t Test to Determine Significance)

Domain	SKA Description	Importance[a]		Preparedness[b]		
		Mean	S.D.	Mean	S.D.	Gap
Leadership	1 Knowledge of leadership principles, styles, and theory	5.95	0.87	5.21	1.15	0.74 **
	2 Ability to demonstrate accountability, integrity, and officership	6.84	0.41	5.94	1.17	0.89 **
	3 Ability to demonstrate diplomacy	5.93	0.75	4.96	1.37	0.97 **
	4 Ability to demonstrate followership	5.89	0.71	5.54	1.20	0.35 *
	5 Ability to demonstrate courage and fortitude	5.85	0.91	5.23	1.30	0.62 *
	6 Ability to demonstrate enthusiasm and commitment	6.03	0.69	5.64	1.05	0.39 *
	7 Ability to demonstrate work and business ethics	6.39	0.76	5.70	1.07	0.69 **
	8 Ability to demonstrate empathy and sympathy	5.27	0.85	5.26	0.93	0.01
	9 Ability to demonstrate political and legal savvy	5.40	0.88	4.56	1.17	0.83 **
	10 Ability to differentiate appropriate responses and understand consequences	5.85	0.78	4.86	1.28	0.99 **
	11 Ability to motivate and sustain morale	6.23	0.75	5.04	1.35	1.19 **
	12 Ability to balance people and mission needs	6.10	0.88	5.12	1.08	0.98 **
	13 Ability to accurately evaluate and accept risk	5.77	0.80	4.69	1.50	1.08 **
	14 Ability to evaluate effectiveness (quantitative & qualitative)	5.81	0.79	4.65	1.55	1.16 **
	15 Ability to accept, articulate, and execute directives of superiors	6.29	0.77	5.51	1.19	0.78 **
	16 Problem solving skills	6.29	0.72	5.18	1.30	1.10 **
	17 Ability to get buy-in from staff	5.85	0.83	5.07	1.20	0.78 **
	18 Ability to maintain appropriate levels of delegation	5.69	0.81	4.58	1.37	1.11 **
	19 Ability to manage in turbulent times	6.15	0.83	5.13	1.09	1.02 **
	20 Ability to conceptualize, communicate, and determine the most efficient pathway for change	5.95	0.83	4.64	1.49	1.31 **
	21 Knowledge of change processes	5.31	0.95	4.42	1.28	0.89 **
	22 Ability to demonstrate flexibility and adaptability	5.96	0.80	5.07	1.07	0.89 **
	23 Interpersonal, communication, and listening skills	6.49	0.73	4.96	1.23	1.53 **
	24 Executive writing skills (business reports, executive summaries, appropriate use of words)	6.15	0.72	4.71	1.33	1.44 **
	25 Military writing skills (ORP/EPR/SSS/Decorations/Awards)	5.99	0.79	4.06	1.55	1.93 **
	26 Executive speaking skills (briefing, public speaking, public affairs, extemporaneous)	5.89	0.86	5.04	1.42	0.85 **
	27 Ability to use application software to communicate message (Word, PowerPoint, Email)	5.66	0.87	5.73	1.11	-0.07
	28 Ability to negotiate professional and personnal win/win solutions	5.81	0.84	4.65	1.24	1.16 **
	29 Ability to build effective community relationships with local authorities and hospital CEOs	5.14	1.17	4.27	1.59	0.87 **

Table C1

Descriptive Statistics for SKAs by Domain (Gap Analysis -Paired Samples t Test to Determine Significance)

Domain	SKA Description	Importance[a]		Preparedness[b]		
		Mean	S.D.	Mean	S.D.	Gap
Leadership	30 Ability to sell strategic opportunities to superiors	5.42	0.95	4.74	1.15	0.68 **
	31 Ability to relate and cooperate with peers	6.14	0.69	5.49	1.15	0.65 **
	32 Ability to build a strong network of key contacts and subject matter experts	5.66	0.91	5.03	1.27	0.63 **
	33 Ability to foster team-work and build concensus	6.16	0.81	5.07	1.18	1.09 **
	34 Knowledge of group and individual behavior	5.08	0.98	4.71	1.08	0.37 *
	35 Ability to recognize, confront, and resolve conflict	5.86	0.80	4.28	1.59	1.59 **
	36 Ability to generate positive thinking and constructive interaction	5.49	0.83	4.82	1.12	0.67 **
	37 Ability to balance strenghts and weaknesses to mold teams	5.65	0.96	4.58	1.22	1.07 **
	38 Ability to be a positive and influential role model	5.99	0.87	5.17	1.23	0.82 **
	39 Ability to direct personal and subordinate goal attainment	5.84	0.79	5.06	0.95	0.78 **
	40 Ability to balance physical, mental, and spiritual wellbeing	6.04	0.80	4.79	1.19	1.25 **
	41 Ability to balance professional and personal obligations	6.00	0.72	4.96	1.12	1.04 **
	42 Knowledge of the UCMJ	4.97	0.96	4.08	1.56	0.89 **
Expeditionary Operations	43 Knowledge of the Air Evac/casualty management systems	4.69	1.08	3.31	1.58	1.38 **
	44 Knowledge of EMEDS structure and capabilities	5.20	1.12	3.61	1.49	1.59 **
	45 Knowledge of AEF concept, terminology, literature, and processes	5.36	1.07	4.08	1.35	1.28 **
	46 Knowledge of multi-service platforms and joint readiness regulations	4.57	1.06	3.18	1.42	1.39 **
	47 Knowledge of UTC assignment process	4.78	1.02	3.79	1.49	0.99 **
	48 Knowledge of protective measures (CNBC)	5.57	1.12	4.71	1.23	0.86 **
	49 Knowledge of deployment processessing requirements	5.19	1.16	4.56	1.18	0.63 **
	50 Ability to administer effective readiness training	5.41	1.12	4.32	1.23	1.08 **
	51 Knowledge of theater operational issues (command & control, host nation, cultural)	4.96	1.20	3.53	1.42	1.43 **
	52 Ability to forecast and sustain peacetime capabilities	5.39	1.06	4.33	1.29	1.06 **
	53 Knowledge of civilian agencies, capabilities, and planning procedures	5.09	1.12	3.83	1.51	1.26 **
	54 Ability to negotiate with civilian sources for resources and assistance	5.22	1.09	3.85	1.61	1.37 **
	55 Ability to develop, exercise, and deploy emergency response teams	5.45	1.07	4.00	1.49	1.45 **
	56 Knowledge of theory/philosophy of the Incident Command System (ICS)/NDMS/FEMA	4.61	1.24	3.18	1.39	1.43 **
	57 Knowledge of WMD (deployment, detection, treatment, & response)	5.30	1.06	3.90	1.40	1.39 **
	58 Knowledge of homeland security issues	5.23	1.17	3.61	1.68	1.62 **

Table C1

Descriptive Statistics for SKAs by Domain (Gap Analysis -Paired Samples t Test to Determine Significance)

Domain	SKA Description	Importance[a]		Preparedness[b]		
		Mean	S.D.	Mean	S.D.	Gap
Resource Management	59 Financial analysis/forecasting and accounting skills (balance sheet, statement of cash flow, financial ratios)	5.35	1.12	4.42	1.39	0.93 **
	60 Knowledge of AF and AFMS financial planning	5.54	0.95	4.32	1.33	1.22 **
	61 Knowledge of revised financing	5.32	1.10	3.56	1.60	1.76 **
	62 Knowledge of financial trends in healthcare	5.03	1.06	3.96	1.60	1.07 **
	63 Ability to determine optimal mix of care (direct/network)	5.47	1.10	3.81	1.57	1.66 **
	64 Ability to accurately project return on investment (ROI)	5.11	1.09	3.94	1.59	1.17 **
	65 Basic budgeting skills (development, tracking, & execution)	5.85	0.92	4.76	1.29	1.09 **
	66 Knowledge of EEICs, PECs, MEPRS, EAS IV, and TPOCS	5.35	0.97	4.32	1.45	1.03 **
	67 Knowledge of the Program Objective Memorandum (POM) process	5.03	1.11	3.43	1.50	1.60 **
	68 CA, ECA, CCA, and break-even analysis skills	5.38	1.04	3.76	1.61	1.61 **
	69 Knowledge of statistics	4.82	0.94	3.93	1.47	0.89 **
	70 Cost analysis skills	5.41	1.02	4.08	1.55	1.32 **
	71 Knowledge of fixed, variable, direct, indirect, and marginal costs and allocation	5.14	1.04	3.85	1.62	1.29 **
	72 Knowledge of reimbursement methodologies	5.16	0.97	3.79	1.60	1.38 **
	73 Knowledge of coding practices/billing procedures	5.19	1.09	3.29	1.52	1.90 **
Technology & Information	74 Knowledge of decision support systems	5.11	0.88	3.86	1.51	1.25 **
	75 Ability to use systems and software effectively	5.74	0.81	5.10	1.28	0.65 **
	76 Ability to leverage existing technology to benefit AFMS	5.46	1.00	4.36	1.28	1.10 **
	77 Knowledge/data management, data integration, and information development skills	5.49	1.08	4.29	1.49	1.19 **
	78 Knowledge of industry standards	4.71	0.99	3.96	1.55	0.75 **
	79 Ability to access accurately IM/IT needs	5.26	0.91	4.31	1.51	0.95 **
	80 Knowledge of USAF/DoD technology acquisition process	4.35	1.14	3.64	1.59	0.71 **
	81 Data analysis skills	5.86	0.90	4.54	1.53	1.33 **
	82 Excel, Access, and Business Objects skills	5.22	0.85	4.48	1.69	0.74 *
	83 Knowledge of data mining and extraction tools (CHCS, M2, MCFAS, etc	5.29	0.94	3.67	1.76	1.62 **
	84 Ability to create relative information from data	5.82	0.87	4.13	1.87	1.70 **
	85 Metric development skills	5.25	0.83	4.14	1.56	1.11 **
	86 Knowledge of P2R2	4.96	0.99	4.27	1.24	0.69 **
	87 Knowledge of systems architecture	4.16	0.90	3.69	1.47	0.47 *
	88 Web-page development skills	3.92	0.87	3.43	1.43	0.48 *
	89 Knowledge of interconnectivity and interactivity of systems (interface)	4.37	0.99	3.49	1.50	0.88 **
	90 Network managment skills	4.25	1.19	3.44	1.58	0.80 *
	91 Knowledge of HIPAA/USAF Requirements for security and confidentiality	5.71	0.90	4.18	1.67	1.53 **
	92 Knowledge of computer and asset security	5.55	0.94	4.97	1.21	0.58 **

Table C1

Descriptive Statistics for SKAs by Domain (Gap Analysis -Paired Samples t Test to Determine Significance)

Domain	SKA Description	Importance[a]		Preparedness[b]		Gap
		Mean	S.D.	Mean	S.D.	
Business	93 Time management, organizational, and planning skills	6.27	0.75	4.86	1.16	1.41 **
Management	94 Critical decision making skills	6.25	0.78	4.58	1.27	1.67 **
	95 Ability to develop business plans	5.49	0.86	4.10	1.62	1.39 **
	96 Ability to multi-task	6.08	1.02	4.87	1.17	1.21 **
	97 Ability to conduct effective/productive meetings	5.81	0.92	4.39	1.45	1.41 **
	98 Stakeholder analysis skills	5.00	1.01	4.00	1.18	1.00 **
	99 Ability to identify and articulate project/program goals, set milestones, and prioritize tasks	6.04	0.79	4.48	1.59	1.56 **
	100 Knowledge of lifecycle management	4.71	0.90	3.99	1.27	0.73 **
	101 Data synthesis skills	5.10	1.00	3.86	1.64	1.24 **
	102 Analytical thinking skills	5.92	0.80	4.56	1.41	1.36 **
	103 Situational awareness skills	6.03	0.86	4.50	1.26	1.53 **
	104 Customer specific interpersonal communication skills	5.96	0.83	5.10	1.18	0.86 **
	105 Ability to promote positive customer service attitudes in subordinates	6.04	0.83	4.97	1.37	1.07 **
	106 Knowledge of customer service theories	5.04	0.95	4.45	1.52	0.59 *
	107 Ability to provide feedback to promote continuous improvement	5.53	0.84	4.47	1.38	1.06 **
	108 Knowledge of clinical quality indicators, quality principles, peer group analysis, and continuous improvement cycle	5.01	0.97	4.09	1.41	0.93 **
	109 Ability to demonstrate product differentiation	5.01	0.97	4.09	1.41	0.93 **
	110 Marketing strategy and promotion skills	5.13	0.93	3.99	1.45	1.14 **
Health Plan	111 Knowledge of TRICARE initiatives (T-NEX, TRICARE Online)	5.57	0.92	4.21	1.57	1.36 **
Management	112 Knowledge of TRICARE terminology	5.54	1.03	4.77	1.31	0.77 **
	113 Knowledge of Bid Price Adjustment/Resource Sharing Agreements	5.21	1.08	4.00	1.51	1.21 **
	114 Knowledge of managed care principles and theories	5.44	0.95	4.57	1.25	0.87 **
	115 Knowledge of integrated delivery systems and various insurance plans (PPO, HMO)	4.74	1.02	4.34	1.19	0.40 *
	116 Knowledge of health needs assessment	4.89	0.92	4.12	1.06	0.77 **
	117 Ability to incorporate prevention into general practices	4.81	1.16	4.19	1.18	0.62 **
	118 Demand, disease, and utilization management skills	4.71	1.21	3.68	1.39	1.04 **
	119 Thorough knowledge of the TRICARE/CHAMPUS benefit package	5.44	1.03	4.40	1.40	1.04 **
	120 Understand major regional TRICARE/MCSC rules	5.19	1.06	4.19	1.28	1.01 **
	121 Ability to coordinate benefits and special programs (PRK, contact lens) for beneficiaries	4.72	1.17	3.96	1.44	0.77 **

Table C1

Descriptive Statistics for SKAs by Domain (Gap Analysis -Paired Samples t Test to Determine Significance)

Domain	SKA Description	Importance[a] Mean	S.D.	Preparedness[b] Mean	S.D.	Gap
Human	122 Manpower analysis skills	5.61	0.90	4.17	1.65	1.44 **
Resource	123 Thorough knowledge of UMD and UMPR	5.51	1.07	4.23	1.47	1.29 **
Management	124 Thorough understanding of the MAPGG and its effects upon the MTF	5.94	0.95	4.10	1.69	1.84 **
	125 Knowledge of MSC accession mechanisms	4.54	0.93	4.57	0.97	-0.03
	126 Ability to develop training programs that enhance technical skills and leadership acumen	5.03	1.04	4.06	1.23	0.97 **
	127 Ability to promote and attain higher education/PME	5.57	0.96	5.17	1.15	0.40 *
	128 Ability to maintain personal competency currency with civilian counterparts	5.18	1.01	4.91	1.19	0.27
	129 Core competency skills (RMO, logistics, systems,	6.24	0.80	4.84	1.16	1.39 **
	130 Knowledge of the military benefit package	4.81	1.02	4.74	1.15	0.06
	131 Knowledge of civilian personnel issues (hiring, labor relations, etc	5.13	0.87	3.56	1.57	1.57 **
	132 Ability to integrate "hired" (civilian, contract) and blue suit workforce rapidly and successfully	5.42	0.95	4.40	1.28	1.02 **
	133 Knowledge of personality types	4.72	1.06	4.21	1.39	0.51 *
	134 Ability to effectively supervise	6.38	0.70	4.75	1.22	1.63 **
	135 Knowledge of AF Assignment Management System	5.25	0.92	4.94	1.03	0.31 *
	136 Knowledge of enlisted issues and promotion system	5.80	0.84	4.29	1.47	1.51 **
Contracting	137 Knowledge of COTR responsibilities	4.85	1.03	3.79	1.39	1.06 **
	138 Knowledge of basic contract law	4.46	0.87	3.53	1.41	0.93 **
	139 Knowledge of outsourcing vehicles	4.99	0.97	3.80	1.37	1.19 **
	140 Ability to read and interpret contracts	5.01	1.01	3.64	1.40	1.37 **
	141 Knowledge of the Federal Acquisition Regulation (FAR)	4.54	1.09	3.16	1.44	1.38 **
	142 Ability to accurately project positive gain (financial/production) from contract	5.08	1.04	3.57	1.57	1.51 **
	143 Effective contract negotiation skills	5.03	1.06	3.23	1.50	1.80 **
	144 Ability to correctly identify need for contract	5.37	0.81	3.96	1.28	1.41 **
	145 Ability to develop Statement of Work (SOW) and technical criteria for contracts	5.16	0.99	3.71	1.54	1.45 **
	146 Request for Bid (RFB) and evaluation skills	4.71	1.12	3.51	1.39	1.20 **
	147 Knowledge of various contracting types (fixed price, cost plus, etc	4.68	0.99	3.29	1.40	1.39 **
Strategic	148 Knowledge of strategic planning tools (SWOT, TOWS, SPACE, Value Chain)	4.94	0.99	3.70	1.30	1.24 **
Management	149 Ability to articulate vision, mission, and strategic plan	5.75	0.95	4.41	1.00	1.34 **
	150 Strategic thinking, forecasting, and "big picture" skills	5.85	0.97	4.50	1.22	1.35 **
	151 Ability to differentiate between long term and short term planning	5.61	0.86	4.41	0.99	1.20 **
	152 Understand the line mission and role	6.10	0.99	4.63	1.40	1.47 **
	153 Understand and incorporate AF vision, mission, and values	5.94	1.04	5.17	1.04	0.77 **

Table C1

Descriptive Statistics for SKAs by Domain (Gap Analysis -Paired Samples t Test to Determine Significance)

Domain	SKA Description	Importance[a]		Preparedness[b]		
		Mean	S.D.	Mean	S.D.	Gap
Strategic	154 Knowledge of AF doctrine	5.34	0.94	3.71	1.49	1.63 **
Management	155 Systems thinking skills	5.38	1.11	3.88	1.36	1.50 **
	156 Knowledge of organizational theo, governance, culture, and structure	5.08	1.07	4.10	1.13	0.98 **
	157 Knowledge of military organizational concepts	5.33	0.98	4.11	1.19	1.22 **
	158 Ability to envison the AFMS of the future	5.17	1.15	3.81	1.28	1.35 **
	159 Template, appointment, referal management skills	5.24	1.01	4.10	1.32	1.13 **
Clinical	160 Knowledge of JCAHO/HSI standards	5.99	0.81	4.43	1.25	1.56 **
Practice	161 Ability to integrate medical/business decisions	5.63	0.90	4.21	1.19	1.41 **
Management	162 Throughput analysis skills	5.13	0.85	3.91	1.33	1.21 **
	163 Knowledge of the fundamentals of group practice	5.32	0.90	3.88	1.48	1.44 **
	164 Knowledge of patient administration issues	5.63	0.80	3.54	1.57	2.10 **
	165 Capacity management skills	5.24	0.99	3.71	1.47	1.53 **
	166 Interpersonal relations with professional staff (NC, MC, BSC, DC)	6.19	0.82	5.09	1.31	1.10 **
	167 Knowledge of credentialing and licensure	4.75	1.06	3.45	1.43	1.30 **
	168 Insight into providers decision making processes and empathy for their frustrations	5.56	0.98	3.70	1.48	1.86 **
	169 Ability to speak the "provider's" language	5.28	1.02	3.53	1.40	1.75 **
	170 Ability to communicate and teach the business of healthcare to providers	5.39	0.93	3.72	1.48	1.67 **
	171 Ability to be an advocate for providers	5.47	1.02	3.97	1.12	1.50 **
	172 Knowledge of what drives provider productivity	5.63	0.90	3.74	1.50	1.89 **
	173 Knowledge of health records management/medical records systems	5.39	0.93	4.07	1.37	1.32 **
	174 Knowledge of ICD-9, DRG, CPT, HCPCS codes	4.57	1.02	3.17	1.45	1.40 **
	175 Ability to define, refine, and streamline product offerings to beneficiaries	5.03	1.03	3.99	1.07	1.04 **
Logistics &	176 Basic logistics skills	5.54	0.85	4.25	1.40	1.29 **
Infrastructure	177 Knowledge of DMLSS and WRM	5.14	1.05	3.81	1.35	1.33 **
	178 Supply chain management and inventory control skills	5.06	1.03	3.97	1.38	1.09 **
	179 Knowledge of IMPAC card and GSA rules	5.11	0.88	4.31	1.24	0.81 **
	180 Ability to create a systematic, long-term plan for infrastructure upgrade	5.40	1.12	3.52	1.53	1.88 **
	181 Knowledge of basic engineering/construction	4.36	1.04	3.39	1.42	0.97 **
	182 Ability to incorporate new technologies into facility upgrade plan	5.04	1.10	3.27	1.50	1.77 **

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ive Statistics for SKAs by Domain (Gap Analysis -Paired Samples t Test to Determine Significance)

	SKA Description	Importance[a] Mean	S.D.	Preparedness[b] Mean	S.D.	Gap
ory	183 Understand impact of HIPAA	5.74	0.83	4.03	1.64	1.71 **
liance	184 Knowledge of patient safety movements/regulations (Leap Frog, Patient's Bill of Rights)	5.37	0.94	3.99	1.34	1.39 **
	185 Knowledge ofhealthcare, environmental, tort, and labor relations law/legislation	4.66	0.96	3.18	1.42	1.48 **
	186 Knowledge of privacy and consent issues	5.61	0.91	4.31	1.28	1.31 **
	187 Understanding of medico/legal issues	5.17	0.96	3.82	1.30	1.35 **

nce rating base on 7-point bipolar rating scale (1 = Unimportant, 7 = Critical).

dness rating based on 7-point bipolar rating scale (1 = Requires more training, 7 = Exceptional).

cally significant at p<.05

ically significant at p<.001

Appendix D: Significant Differences Among SKA Statements by Gender
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Table D1

Significant Differences Among SKA Statements by Gender (Domian Order)

Domain	SKA Description	Variable	Gender	Mean	S.D.		df	F	Sig.
				Descriptives		**Analysis of Variance**			
Leadership	Ability to demonstrate courage and fortitude	Importance	Female	5.36	0.84	Between Groups	1	5.299	.024 *
			Male	5.97	0.90	Within Groups	70		
			Total	5.85	0.91	Total	71		
	Ability to motivate and sustain morale	Importance	Female	5.86	0.86	Between Groups	1	4.499	.037 *
			Male	6.32	0.71	Within Groups	71		
			Total	6.23	0.75	Total	72		
	Ability to balance people and mission needs	Importance	Female	5.64	1.22	Between Groups	1	4.930	.030 *
			Male	6.21	0.75	Within Groups	69		
			Total	6.10	0.88	Total	70		
	Ability to accurately evaluate and accept risk	Preparedness	Female	3.92	1.78	Between Groups	1	4.050	.048 *
			Male	4.85	1.40	Within Groups	70		
			Total	4.69	1.50	Total	71		
	Ability to evaluate effectiveness (quantitative & qualitative)	Importance	Female	5.43	0.85	Between Groups	1	4.241	.043 *
			Male	5.90	0.75	Within Groups	72		
			Total	5.81	0.79	Total	73		
	Ability to accept, articulate, and execute directives of superiors	Importance	Female	5.86	0.77	Between Groups	1	5.735	.019 *
			Male	6.39	0.74	Within Groups	71		
			Total	6.29	0.77	Total	72		
	Ability to get buy-in from staff	Importance	Female	5.36	0.93	Between Groups	1	6.599	.012 *
			Male	5.97	0.76	Within Groups	71		
			Total	5.85	0.83	Total	72		
	Ability to demonstrate flexibility and adaptability	Importance	Female	5.50	1.02	Between Groups	1	6.070	.016 *
			Male	6.07	0.71	Within Groups	72		
			Total	5.96	0.80	Total	73		
	Interpersonal, communication, and listening skills	Importance	Female	6.14	0.86	Between Groups	1	4.028	.049 *
			Male	6.57	0.67	Within Groups	72		
			Total	6.49	0.73	Total	73		

Table D1

Significant Differences Among SKA Statements by Gender (Domian Order)

Domain	SKA Description	Variable	Descriptives			Analysis of Variance			
			Gender	Mean	S.D.		df	F	Sig.
Leadership	Ability to relate and cooperate with peers	Importance	Female	5.71	0.83	Between Groups	1	6.970	.010 *
			Male	6.23	0.62	Within Groups	72		
			Total	6.14	0.69	Total	73		
	Ability to foster team-work and build concensus	Importance	Female	5.64	0.93	Between Groups	1	7.725	.007 *
			Male	6.28	0.74	Within Groups	72		
			Total	6.16	0.81	Total	73		
	Ability to balance strenghts and weaknesses to mold teams	Importance	Female	5.07	1.14	Between Groups	1	6.778	.011 *
			Male	5.78	0.87	Within Groups	72		
			Total	5.65	0.96	Total	73		
	Ability to be a positive and influential role model	Importance	Female	5.50	0.76	Between Groups	1	5.780	.019 *
			Male	6.10	0.86	Within Groups	72		
			Total	5.99	0.87	Total	73		
	Ability to direct personal and subordinate goal attainment	Importance	Female	5.43	0.85	Between Groups	1	4.825	.031 *
			Male	5.93	0.76	Within Groups	72		
			Total	5.84	0.79	Total	73		
Expeditionary Operations	Knowledge of AEF concept, terminology, literature, and processes	Preparedness	Female	3.25	1.60	Between Groups	1	5.858	.018 *
			Male	4.25	1.24	Within Groups	70		
			Total	4.08	1.35	Total	71		
Resource Management	Financial analysis/forecasting and accounting skills (balance sheet, statement of cash flow, financial ratios)	Importance	Female	4.71	0.91	Between Groups	1	6.017	.017 *
			Male	5.50	1.11	Within Groups	72		
			Total	5.35	1.12	Total	73		
	Knowledge of revised financing	Importance	Female	4.71	0.99	Between Groups	1	5.657	.020 *
			Male	5.47	1.08	Within Groups	72		
			Total	5.32	1.10	Total	73		

Table D1

Significant Differences Among SKA Statements by Gender (Domian Order)

Domain	SKA Description	Variable	Descriptives			Analysis of Variance			
			Gender	Mean	S.D.		df	F	Sig.
Technology & Information	Ability to leverage existing technology to benefit AFMS	Importance	Female	4.86	1.03	Between Groups	1	6.822	.011 *
			Male	5.60	0.94	Within Groups	72		
			Total	5.46	1.00	Total	73		
	Knowledge of industry standards	Importance	Female	4.21	0.89	Between Groups	1	4.576	.036 *
			Male	4.83	0.99	Within Groups	71		
			Total	4.71	0.99	Total	72		
Business Management	Ability to multi-task	Importance	Female	5.57	1.40	Between Groups	1	4.520	.037 *
			Male	6.20	0.89	Within Groups	71		
			Total	6.08	1.02	Total	72		
	Ability to conduct effective/productive meetings	Importance	Female	5.21	0.70	Between Groups	1	7.859	.007 *
			Male	5.95	0.92	Within Groups	71		
			Total	5.81	0.92	Total	72		
	Stakeholder analysis skills	Importance	Female	4.50	0.85	Between Groups	1	4.495	.038 *
			Male	5.12	1.01	Within Groups	70		
			Total	5.00	1.01	Total	71		
	Knowledge of clinical quality indicators, quality principles, peer group analysis, and continuous improvement cycle	Preparedness	Female	4.92	1.00	Between Groups	1	5.334	.024 *
			Male	3.91	1.43	Within Groups	68		
			Total	4.09	1.41	Total	69		
	Ability to demonstrate product differentiation	Preparedness	Female	4.92	1.00	Between Groups	1	5.334	.024 *
			Male	3.91	1.43	Within Groups	68		
			Total	4.09	1.41	Total	69		
	Marketing strategy and promotion skills	Importance	Female	4.57	0.51	Between Groups	1	6.593	.012 *
			Male	5.26	0.97	Within Groups	70		
			Total	5.13	0.93	Total	71		

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t Differences Among SKA Statements by Gender (Domian Order)

	SKA Description	Variable	Descriptives			Analysis of Variance			
			Gender	Mean	S.D.		df	F	Sig.
ian Management	Knowledge of TRICARE initiatives (T-NEX, TRICARE Online)	Importance	Female	4.86	0.66	Between Groups	1	12.142	.001 *
			Male	5.74	0.89	Within Groups	70		
			Total	5.57	0.92	Total	71		
ng	Knowledge of basic contract law	Importance	Female	4.00	0.55	Between Groups	1	5.088	.027 *
			Male	4.57	0.90	Within Groups	70		
			Total	4.46	0.87	Total	71		
Management	Understand the line mission and role	Importance	Female	5.57	0.94	Between Groups	1	5.388	.023 *
			Male	6.24	0.96	Within Groups	67		
			Total	6.10	0.99	Total	68		
	Knowledge of military organizational concepts	Importance	Female	4.57	0.65	Between Groups	1	12.195	.001 *
			Male	5.52	0.96	Within Groups	70		
			Total	5.33	0.98	Total	71		

dy respondents in each category (Female = 14, Male = 61).

Appendix E: Significant Differences Among SKA Statements by Rank
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Table E1

Significant Differences Among SKA Statements by Rank (Domain Order)

Domain	SKA Description	Variable	Descriptives			Analysis of Variance			
			Rank	Mean	S.D.		df	F	Sig.
Resource Management	Knowledge of the Program Objective Memorandum (POM) process	Preparedness	Col	2.92	1.56	Between Groups	1	4.432	.039 *
			Lt Col	3.69	1.42	Within Groups	70		
			Total	3.43	1.50	Total	71		
	Knowledge of statistics	Preparedness	Col	3.33	1.61	Between Groups	1	6.429	.013 *
			Lt Col	4.23	1.31	Within Groups	70		
			Total	3.93	1.47	Total	71		
	Knowledge of fixed, variable, direct, indirect, and marginal costs and allocation	Preparedness	Col	3.08	1.67	Between Groups	1	8.949	.004 *
			Lt Col	4.23	1.46	Within Groups	70		
			Total	3.85	1.62	Total	71		
Technology & Information	Ability to create relative information from data	Preparedness	Col	3.46	1.79	Between Groups	1	4.867	.031 *
			Lt Col	4.47	1.84	Within Groups	69		
			Total	4.13	1.87	Total	70		
	Knowledge of interconnectivity and interactivity of systems (interface)	Importance	Col	4.71	1.08	Between Groups	1	4.346	.041 *
			Lt Col	4.20	0.91	Within Groups	71		
			Total	4.37	0.99	Total	72		
Business Management	Stakeholder analysis skills	Importance	Col	5.43	0.73	Between Groups	1	6.816	.011 *
			Lt Col	4.80	1.06	Within Groups	70		
			Total	5.00	1.01	Total	71		
	Ability to identify and articulate project/program goals, set milestones, and prioritize tasks	Preparedness	Col	3.96	1.85	Between Groups	1	4.037	.048 *
			Lt Col	4.74	1.39	Within Groups	69		
			Total	4.48	1.59	Total	70		
	Knowledge of customer service theories	Importance	Col	5.46	0.78	Between Groups	1	7.652	.007 *
			Lt Col	4.83	0.96	Within Groups	69		
			Total	5.04	0.95	Total	70		

Table E1

Significant Differences Among SKA Statements by Rank (Domain Order)

Domain	SKA Description	Variable	Rank	Mean	S.D.		df	F	Sig.
				Descriptives		**Analysis of Variance**			
Business Management	Knowledge of clinical quality indicators, quality principles, peer group analysis, and continuous improvement cycle	Importance	Col	5.38	0.88	Between Groups	1	5.275	.025 *
			Lt Col	4.83	0.97	Within Groups	70		
			Total	5.01	0.97	Total	71		
	Knowledge of clinical quality indicators, quality principles, peer group analysis, and continuous improvement cycle	Preparedness	Col	3.63	1.64	Between Groups	1	4.063	.048 *
			Lt Col	4.33	1.23	Within Groups	68		
			Total	4.09	1.41	Total	69		
	Ability to demonstrate product differentiation	Importance	Col	5.38	0.88	Between Groups	1	5.275	.025 *
			Lt Col	4.83	0.97	Within Groups	70		
			Total	5.01	0.97	Total	71		
	Ability to demonstrate product differentiation	Preparedness	Col	3.63	1.64	Between Groups	1	4.063	.048 *
			Lt Col	4.33	1.23	Within Groups	68		
			Total	4.09	1.41	Total	69		
	Marketing strategy and promotion skills	Preparedness	Col	3.50	1.74	Between Groups	1	4.296	.042 *
			Lt Col	4.24	1.21	Within Groups	68		
			Total	3.99	1.45	Total	69		
Health Plan Management	Demand, disease, and utilization management skills	Importance	Col	5.14	1.13	Between Groups	1	4.110	.047 *
			Lt Col	4.52	1.20	Within Groups	68		
			Total	4.71	1.21	Total	69		
Human Resource Management	Knowledge of civilian personnel issues (hiring, labor relations, etc	Preparedness	Col	3.00	1.69	Between Groups	1	4.881	.031 *
			Lt Col	3.85	1.43	Within Groups	68		
			Total	3.56	1.57	Total	69		
Clinical Practice Management	Throughput analysis skills	Preparedness	Col	3.29	1.40	Between Groups	1	9.043	.004 *
			Lt Col	4.24	1.17	Within Groups	67		
			Total	3.91	1.33	Total	68		

E1

Differences Among SKA Statements by Rank (Domain Order)

SKA Description	Variable	Rank	Mean	S.D.		df	F	Sig.
			Descriptives		**Analysis of Variance**			
Knowledge of the fundamentals of group practice	Preparedness	Col	3.30	1.55	Between Groups	1	5.675	.020 *
		Lt Col	4.19	1.37	Within Groups	64		
		Total	3.88	1.48	Total	65		
Knowledge of patient administration issues	Preparedness	Col	2.65	1.43	Between Groups	1	12.886	.001 *
		Lt Col	3.98	1.45	Within Groups	67		
		Total	3.54	1.57	Total	68		
Capasity management skills	Preparedness	Col	3.17	1.44	Between Groups	1	4.834	.031 *
		Lt Col	3.98	1.42	Within Groups	66		
		Total	3.71	1.47	Total	67		
Insight into providers decision making processes and empathy for their frustrations	Preparedness	Col	3.08	1.79	Between Groups	1	6.857	.011 *
		Lt Col	4.02	1.18	Within Groups	67		
		Total	3.70	1.48	Total	68		
Ability to speak the "provider's" language	Preparedness	Col	2.96	1.52	Between Groups	1	6.535	.013 *
		Lt Col	3.83	1.25	Within Groups	68		
		Total	3.53	1.40	Total	69		
Ability to communicate and teach the business of healthcare to providers	Preparedness	Col	3.13	1.60	Between Groups	1	6.493	.013 *
		Lt Col	4.04	1.33	Within Groups	67		
		Total	3.72	1.48	Total	68		
Knowledge of health records management/medical records systems	Preparedness	Col	3.33	1.43	Between Groups	1	12.441	.001 *
		Lt Col	4.46	1.17	Within Groups	68		
		Total	4.07	1.37	Total	69		
Knowledge of patient safety movements/regulations (Leap Frog, Patient's Bill of Rights)	Preparedness	Col	3.42	1.64	Between Groups	1	7.262	.009 *
		Lt Col	4.30	1.05	Within Groups	66		
		Total	3.99	1.34	Total	67		

dy respondents in each category (Colonel = 25, Lt. Colonel = 50).

Appendix F: Significant Differences Among SKA Statements by Position
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F1

cant Differences Among SKA Statements by Position (Domain Order)

	SKA Description	Variable	Descriptives			Analysis of Variance			
n	SKA Description	Variable	Position	Mean	S.D.		df	F	Sig.
ship	Executive speaking skills (briefing, public speaking, public affairs, extemporaneous)	Preparedness	Administrator	5.00	1.26	Between Groups	3	3.495	.020 *
			CC/Administrator	5.47	0.92	Within Groups	67		
			Commander	4.07	1.87	Total	70		
			Staff	5.29	1.25				
			Total	5.04	1.42				
tionary ons	Knowledge of EMEDS structure and capabilities	Preparedness	Administrator	3.29	1.70	Between Groups	3	4.277	.008 *
			CC/Administrator	3.60	1.59	Within Groups	68		
			Commander	2.60	1.18	Total	71		
			Staff	4.11	1.32				
			Total	3.61	1.49				
tionary ons	Knowledge of theory/philosophy of the Incident Command System (ICS)/NDMS/FEMA	Preparedness	Administrator	2.17	2.04	Between Groups	3	7.089	.000 *
			CC/Administrator	3.53	1.30	Within Groups	67		
			Commander	2.13	1.19	Total	70		
			Staff	3.66	1.06				
			Total	3.18	1.39				
logy & ation	Knowledge of HIPAA/USAF Requirements for security and confidentiality	Preparedness	Administrator	2.86	1.95	Between Groups	3	4.553	.006 *
			CC/Administrator	5.07	1.67	Within Groups	67		
			Commander	4.73	1.03	Total	70		
			Staff	3.82	1.60				
			Total	4.18	1.67				
l Practice ement	Ability to incorporate prevention into general practices	Importance	Administrator	3.71	1.25	Between Groups	3	3.043	.035 *
			CC/Administrator	4.60	1.12	Within Groups	68		
			Commander	5.00	0.85	Total	71		
			Staff	5.03	1.18				
			Total	4.81	1.16				

Note: Study respondents in each category (Administrator = 7, CC/Administrator = 15, Commander = 15, Staff = 37)

Appendix G: SKA Statements Ordered by Importance
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Table G1						
SKAs Ordered by Importance						
Domain	**SKA Number & Description**		**Mean**	**S.D.**	**Min**	**Max**
LD	1	Ability to demonstrate accountability, integrity, and officership	6.84	0.41	5	7
LD	2	Interpersonal, communication, and listening skills	6.49	0.73	4	7
LD	3	Ability to demonstrate work and business ethics	6.39	0.76	4	7
HR	4	Ability to effectively supervise	6.38	0.70	4	7
LD	5	Problem solving skills	6.29	0.72	4	7
LD	6	Ability to accept, articulate, and execute directives of superiors	6.29	0.77	4	7
BM	7	Time management, organizational, and planning skills	6.27	0.75	4	7
BM	8	Critical decision making skills	6.25	0.78	4	7
HR	9	Core competency skills (RMO, logistics, systems,	6.24	0.80	4	7
LD	10	Ability to motivate and sustain morale	6.23	0.75	4	7
CP	11	Interpersonal relations with professional staff (NC, MC, BSC, DC)	6.19	0.82	4	7
LD	12	Ability to foster team-work and build consensus	6.16	0.81	4	7
LD	13	Ability to manage in turbulent times	6.15	0.83	4	7
LD	14	Executive writing skills (business reports, executive summaries, appropriate use of words)	6.15	0.72	4	7
LD	15	Ability to relate and cooperate with peers	6.14	0.69	4	7
SM	16	Understand the line mission and role	6.10	0.99	3	7
LD	17	Ability to balance people and mission needs	6.10	0.88	3	7
BM	18	Ability to multi-task	6.08	1.02	3	7
BM	19	Ability to promote positive customer service attitudes in subordinates	6.04	0.83	4	7
BM	20	Ability to identify and articulate project/program goals, set milestones, and prioritize tasks	6.04	0.79	4	7
LD	21	Ability to balance physical, mental, and spiritual wellbeing	6.04	0.80	4	7
LD	22	Ability to demonstrate enthusiasm and commitment	6.03	0.69	4	7
BM	23	Situational awareness skills	6.03	0.86	4	7
LD	24	Ability to balance professional and personal obligations	6.00	0.72	4	7
LD	25	Ability to be a positive and influential role model	5.99	0.87	4	7
CP	26	Knowledge of JCAHO/HSI standards	5.99	0.81	4	7
LD	27	Military writing skills (ORP/EPR/SSS/Decorations/Awards)	5.99	0.79	4	7
LD	28	Ability to demonstrate flexibility and adaptability	5.96	0.80	4	7
BM	29	Customer specific interpersonal communication skills	5.96	0.83	4	7
LD	30	Ability to conceptualize, communicate, and determine the most efficient pathway for change	5.95	0.83	4	7

LD	31	Knowledge of leadership principles, styles, and theory	5.95	0.87	4	7
HR	32	Thorough understanding of the MAPGG and its effects upon the MTF	5.94	0.95	2	7
SM	33	Understand and incorporate AF vision, mission, and values	5.94	1.04	3	7
LD	34	Ability to demonstrate diplomacy	5.93	0.75	4	7
BM	35	Analytical thinking skills	5.92	0.80	4	7
LD	36	Ability to demonstrate followership	5.89	0.71	4	7
LD	37	Executive speaking skills (briefing, public speaking, public affairs, extemporaneous)	5.89	0.86	4	7
LD	38	Ability to recognize, confront, and resolve conflict	5.86	0.80	4	7
TI	39	Data analysis skills	5.86	0.90	4	7
RM	40	Basic budgeting skills (development, tracking, & execution)	5.85	0.92	4	7
LD	41	Ability to get buy-in from staff	5.85	0.83	4	7
LD	42	Ability to differentiate appropriate responses and understand consequences	5.85	0.78	4	7
LD	43	Ability to demonstrate courage and fortitude	5.85	0.91	4	7
SM	44	Strategic thinking, forecasting, and "big picture" skills	5.85	0.97	4	7
LD	45	Ability to direct personal and subordinate goal attainment	5.84	0.79	3	7
TI	46	Ability to create relative information from data	5.82	0.87	4	7
LD	47	Ability to evaluate effectiveness (quantitative & qualitative)	5.81	0.79	4	7
LD	48	Ability to negotiate professional and personal win/win solutions	5.81	0.84	4	7
BM	49	Ability to conduct effective/productive meetings	5.81	0.92	3	7
HR	50	Knowledge of enlisted issues and promotion system	5.80	0.84	4	7
LD	51	Ability to accurately evaluate and accept risk	5.77	0.80	4	7
SM	52	Ability to articulate vision, mission, and strategic plan	5.75	0.95	3	7
TI	53	Ability to use systems and software effectively	5.74	0.81	4	7
RM	54	Understand impact of HIPAA	5.74	0.83	4	7
TI	55	Knowledge of HIPAA/USAF Requirements for security and confidentiality	5.71	0.90	3	7
LD	56	Ability to maintain appropriate levels of delegation	5.69	0.81	4	7
LD	57	Ability to build a strong network of key contacts and subject matter experts	5.66	0.91	4	7
LD	58	Ability to use application software to communicate message (Word, PowerPoint, Email)	5.66	0.87	4	7
LD	59	Ability to balance strengths and weaknesses to mold teams	5.65	0.96	3	7
CP	60	Knowledge of patient administration issues	5.63	0.80	3	7
CP	61	Knowledge of what drives provider productivity	5.63	0.90	4	7
CP	62	Ability to integrate medical/business decisions	5.63	0.90	3	7
RM	63	Knowledge of privacy and consent issues	5.61	0.91	3	7
SM	64	Ability to differentiate between long term and short term planning	5.61	0.86	4	7
HR	65	Manpower analysis skills	5.61	0.90	3	7
HP	66	Knowledge of TRICARE initiatives (T-NEX, TRICARE Online)	5.57	0.92	3	7

HR	67	Ability to promote and attain higher education/PME	5.57	0.96	3	7
EX	68	Knowledge of protective measures (CNBC)	5.57	1.12	3	7
CP	69	Insight into providers decision making processes and empathy for their frustrations	5.56	0.98	3	7
TI	70	Knowledge of computer and asset security	5.55	0.94	3	7
LI	71	Basic logistics skills	5.54	0.85	4	7
HP	72	Knowledge of TRICARE terminology	5.54	1.03	3	7
RM	73	Knowledge of AF and AFMS financial planning	5.54	0.95	3	7
BM	74	Ability to provide feedback to promote continuous improvement	5.53	0.84	3	7
HR	75	Thorough knowledge of UMD and UMPR	5.51	1.07	2	7
LD	76	Ability to generate positive thinking and constructive interaction	5.49	0.83	4	7
TI	77	Knowledge/data management, data integration, and information development skills	5.49	1.08	3	7
BM	78	Ability to develop business plans	5.49	0.86	3	7
CP	79	Ability to be an advocate for providers	5.47	1.02	3	7
RM	80	Ability to determine optimal mix of care (direct/network)	5.47	1.10	3	7
TI	81	Ability to leverage existing technology to benefit AFMS	5.46	1.00	3	7
EX	82	Ability to develop, exercise, and deploy emergency response teams	5.45	1.07	3	7
HP	83	Knowledge of managed care principles and theories	5.44	0.95	3	7
HP	84	Thorough knowledge of the TRICARE/CHAMPUS benefit package	5.44	1.03	2	7
LD	85	Ability to sell strategic opportunities to superiors	5.42	0.95	3	7
HR	86	Ability to integrate "hired" (civilian, contract) and blue suit workforce rapidly and successfully	5.42	0.95	3	7
RM	87	Cost analysis skills	5.41	1.02	3	7
EX	88	Ability to administer effective readiness training	5.41	1.12	2	7
LD	89	Ability to demonstrate political and legal savvy	5.40	0.88	4	7
LI	90	Ability to create a systematic, long-term plan for infrastructure upgrade	5.40	1.12	3	7
CP	91	Ability to communicate and teach the business of healthcare to providers	5.39	0.93	2	7
EX	92	Ability to forecast and sustain peacetime capabilities	5.39	1.06	2	7
CP	93	Knowledge of health records management/medical records systems	5.39	0.93	3	7
SM	94	Systems thinking skills	5.38	1.11	2	7
RM	95	CA, ECA, CCA, and break-even analysis skills	5.38	1.04	2	7
RC	96	Knowledge of patient safety movements/regulations (Leap Frog, Patient's Bill of Rights)	5.37	0.94	3	7
CX	97	Ability to correctly identify need for contract	5.37	0.81	4	7
EX	98	Knowledge of AEF concept, terminology, literature, and processes	5.36	1.07	3	7
RM	99	Knowledge of EEICs, PECs, MEPRS, EAS IV, and TPOCS	5.35	0.97	3	7
RM	100	Financial analysis/forecasting and accounting skills (balance sheet, statement of cash flow, financial ratios)	5.35	1.12	3	7
SM	101	Knowledge of AF doctrine	5.34	0.94	4	7

SM	102	Knowledge of military organizational concepts	5.33	0.98	4	7
RM	103	Knowledge of revised financing	5.32	1.10	2	7
CP	104	Knowledge of the fundamentals of group practice	5.32	0.90	3	7
LD	105	Knowledge of change processes	5.31	0.95	3	7
EX	106	Knowledge of WMD (deployment, detection, treatment, & response)	5.30	1.06	3	7
TI	107	Knowledge of data mining and extraction tools (CHCS, M2, MCFAS, etc	5.29	0.94	3	7
CP	108	Ability to speak the "provider's" language	5.28	1.02	3	7
LD	109	Ability to demonstrate empathy and sympathy	5.27	0.85	3	7
TI	110	Ability to access accurately IM/IT needs	5.26	0.91	3	7
TI	111	Metric development skills	5.25	0.83	3	7
HR	112	Knowledge of AF Assignment Management System	5.25	0.92	3	7
CP	113	Capacity management skills	5.24	0.99	2	7
SM	114	Template, appointment, referral management skills	5.24	1.01	3	7
EX	115	Knowledge of homeland security issues	5.23	1.17	3	7
TI	116	Excel, Access, and Business Objects skills	5.22	0.85	4	7
EX	117	Ability to negotiate with civilian sources for resources and assistance	5.22	1.09	3	7
HP	118	Knowledge of Bid Price Adjustment/Resource Sharing Agreements	5.21	1.08	2	7
EX	119	Knowledge of EMEDS structure and capabilities	5.20	1.12	3	7
HP	120	Understand major regional TRICARE/MCSC rules	5.19	1.06	2	7
EX	121	Knowledge of deployment processessing requirements	5.19	1.16	2	7
RM	122	Knowledge of coding practices/billing procedures	5.19	1.09	2	7
HR	123	Ability to maintain personal competency currency with civilian counterparts	5.18	1.01	3	7
RC	124	Understanding of medico/legal issues	5.17	0.96	3	7
SM	125	Ability to envision the AFMS of the future	5.17	1.15	2	7
RM	126	Knowledge of reimbursement methodologies	5.16	0.97	3	7
CX	127	Ability to develop Statement of Work (SOW) and technical criteria for contracts	5.16	0.99	3	7
LI	128	Knowledge of DMLSS and WRM	5.14	1.05	3	7
RM	129	Knowledge of fixed, variable, direct, indirect, and marginal costs and allocation	5.14	1.04	2	7
LD	130	Ability to build effective community relationships with local authorities and hospital CEOs	5.14	1.17	2	7
CP	131	Throughput analysis skills	5.13	0.85	2	7
HR	132	Knowledge of civilian personnel issues (hiring, labor relations, etc	5.13	0.87	3	7
BM	133	Marketing strategy and promotion skills	5.13	0.93	3	7
LI	134	Knowledge of IMPAC card and GSA rules	5.11	0.88	3	7
RM	135	Ability to accurately project return on investment (ROI)	5.11	1.09	3	7
TI	136	Knowledge of decision support systems	5.11	0.88	3	7
BM	137	Data synthesis skills	5.10	1.00	2	7

EX	138	Knowledge of civilian agencies, capabilities, and planning procedures	5.09	1.12	3	7
CX	139	Ability to accurately project positive gain (financial/production) from contract	5.08	1.04	2	7
SM	140	Knowledge of organizational theory, governance, culture, and structure	5.08	1.07	3	7
LD	141	Knowledge of group and individual behavior	5.08	0.98	3	7
LI	142	Supply chain management and inventory control skills	5.06	1.03	3	7
LI	143	Ability to incorporate new technologies into facility upgrade plan	5.04	1.10	2	7
BM	144	Knowledge of customer service theories	5.04	0.95	3	7
HR	145	Ability to develop training programs that enhance technical skills and leadership acumen	5.03	1.04	2	7
CX	146	Effective contract negotiation skills	5.03	1.06	3	7
CP	147	Ability to define, refine, and streamline product offerings to beneficiaries	5.03	1.03	2	7
RM	148	Knowledge of financial trends in healthcare	5.03	1.06	3	7
RM	149	Knowledge of the Program Objective Memorandum (POM) process	5.03	1.11	2	7
BM	150	Ability to demonstrate product differentiation	5.01	0.97	3	7
BM	151	Knowledge of clinical quality indicators, quality principles, peer group analysis, and continuous improvement cycle	5.01	0.97	3	7
CX	152	Ability to read and interpret contracts	5.01	1.01	3	7
BM	153	Stakeholder analysis skills	5.00	1.01	3	7
CX	154	Knowledge of outsourcing vehicles	4.99	0.97	2	7
LD	155	Knowledge of the UCMJ	4.97	0.96	3	7
EX	156	Knowledge of theater operational issues (command & control, host nation, cultural)	4.96	1.20	2	7
TI	157	Knowledge of P2R2	4.96	0.99	3	7
SM	158	Knowledge of strategic planning tools (SWOT, TOWS, SPACE, Value Chain)	4.94	0.99	3	7
HP	159	Knowledge of health needs assessment	4.89	0.92	3	7
CX	160	Knowledge of COTR responsibilities	4.85	1.03	2	7
RM	161	Knowledge of statistics	4.82	0.94	3	7
HR	162	Knowledge of the military benefit package	4.81	1.02	3	7
HP	163	Ability to incorporate prevention into general practices	4.81	1.16	2	7
EX	164	Knowledge of UTC assignment process	4.78	1.02	3	7
CP	165	Knowledge of credentialing and licensure	4.75	1.06	2	7
HP	166	Knowledge of integrated delivery systems and various insurance plans (PPO, HMO)	4.74	1.02	1	7
HR	167	Knowledge of personality types	4.72	1.06	3	7
HP	168	Ability to coordinate benefits and special programs (PRK, contact lens) for beneficiaries	4.72	1.17	1	7
HP	169	Demand, disease, and utilization management skills	4.71	1.21	2	7
BM	170	Knowledge of lifecycle management	4.71	0.90	3	7
TI	171	Knowledge of industry standards	4.71	0.99	3	7
CX	172	Request for Bid (RFB) and evaluation skills	4.71	1.12	2	7

EX	173	Knowledge of the Air Evac/casualty management systems	4.69	1.08	2	7
CX	174	Knowledge of various contracting types (fixed price, cost plus, etc	4.68	0.99	3	7
RC	175	Knowledge of healthcare, environmental, tort, and labor relations law/legislation	4.66	0.96	2	7
EX	176	Knowledge of theory/philosophy of the Incident Command System (ICS)/NDMS/FEMA	4.61	1.24	2	7
CP	177	Knowledge of ICD-9, DRG, CPT, HCPCS codes	4.57	1.02	2	7
EX	178	Knowledge of multi-service platforms and joint readiness regulations	4.57	1.06	2	7
CX	179	Knowledge of the Federal Acquisition Regulation (FAR)	4.54	1.09	2	7
HR	180	Knowledge of MSC accession mechanisms	4.54	0.93	2	7
CX	181	Knowledge of basic contract law	4.46	0.87	3	7
TI	182	Knowledge of interconnectivity and interactivity of systems (interface)	4.37	0.99	2	7
LI	183	Knowledge of basic engineering/construction	4.36	1.04	2	7
TI	184	Knowledge of USAF/DoD technology acquisition process	4.35	1.14	2	7
TI	185	Network management skills	4.25	1.19	2	7
TI	186	Knowledge of systems architecture	4.16	0.90	2	7
TI	187	Web-page development skills	3.92	0.87	2	7
LD		LEADERSHIP				
EX		EXPEDITIONARY OPERATIONS				
RM		RESOURCE MANAGEMENT				
TI		TECHNOLOGY/INFORMATION				
BM		BUSINESS MANAGEMENT				
HP		HEALTH PLAN MANAGEMENT				
HR		HUMAN RESOURCE MANAGEMENT				
CX		CONTRACTING				
SM		STATEGIC MANAGEMENT				
CP		CLINICAL PRACTICE MANAGEMENT				
LI		LOGISTICS/INFRASTRUCTURE				
RC		REGULATORY/COMPLIANCE				

Appendix H: Descriptives & ANOVA for Importance and Preparedness by Gender
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Table H1

Descriptive Statistics and Analyis of Variance for Importance and Preparedness by Gender (Domain Order)

Domain	SKA Description	Variable	Gender	Mean	S.D.	Analysis of Variance		df	F	Sig.
						Descriptives	**Analysis of Variance**			
Leadership	Knowledge of leadership principles, styles, and theory	Importance	Female	5.71	1.07	Between Groups		1	1.216	0.274
			Male	6.00	0.82	Within Groups		72		
			Total	5.95	0.87	Total		73		
		Preparedness	Female	4.92	1.56	Between Groups		1	0.926	0.339
			Male	5.27	1.06	Within Groups		70		
			Total	5.21	1.15	Total		71		
	Ability to demonstrate accountability, integrity, and officership	Importance	Female	6.86	0.53	Between Groups		1	0.038	0.845
			Male	6.83	0.38	Within Groups		72		
			Total	6.84	0.41	Total		73		
		Preparedness	Female	5.58	0.90	Between Groups		1	1.371	0.246
			Male	6.02	1.21	Within Groups		70		
			Total	5.94	1.17	Total		71		
	Ability to demonstrate diplomacy	Importance	Female	5.64	1.01	Between Groups		1	2.658	0.107
			Male	6.00	0.66	Within Groups		72		
			Total	5.93	0.75	Total		73		
		Preparedness	Female	4.50	1.57	Between Groups		1	1.631	0.206
			Male	5.05	1.32	Within Groups		70		
			Total	4.96	1.37	Total		71		
	Ability to demonstrate followership	Importance	Female	5.71	0.91	Between Groups		1	1.072	0.304
			Male	5.93	0.66	Within Groups		72		
			Total	5.89	0.71	Total		73		
		Preparedness	Female	5.00	1.60	Between Groups		1	3.029	0.086
			Male	5.65	1.09	Within Groups		70		
			Total	5.54	1.20	Total		71		
	Ability to demonstrate courage and fortitude	Importance	Female	5.36	0.84	Between Groups		1	5.299	0.024 *
			Male	5.97	0.90	Within Groups		70		
			Total	5.85	0.91	Total		71		
		Preparedness	Female	4.67	1.44	Between Groups		1	2.782	0.100

			Male	5.34	1.25	Within Groups	68		
			Total	5.23	1.30	Total	69		
	Ability to demonstrate enthusiasm and commitment	Importance	Female	5.71	0.73	Between Groups	1	3.827	0.055
			Male	6.11	0.66	Within Groups	66		
			Total	6.03	0.69	Total	67		
		Preparedness	Female	5.50	0.67	Between Groups	1	0.246	0.622
			Male	5.67	1.12	Within Groups	64		
			Total	5.64	1.05	Total	65		
	Ability to demonstrate work and business ethics	Importance	Female	6.14	1.03	Between Groups	1	1.838	0.180
			Male	6.45	0.68	Within Groups	70		
			Total	6.39	0.76	Total	71		
		Preparedness	Female	5.17	1.03	Between Groups	1	3.756	0.057
			Male	5.81	1.05	Within Groups	68		
			Total	5.70	1.07	Total	69		
	Ability to demonstrate empathy and sympathy	Importance	Female	5.00	1.04	Between Groups	1	1.769	0.188
			Male	5.33	0.80	Within Groups	72		
			Total	5.27	0.85	Total	73		
		Preparedness	Female	5.17	0.94	Between Groups	1	0.154	0.696
			Male	5.28	0.94	Within Groups	70		
			Total	5.26	0.93	Total	71		
	Ability to demonstrate political and legal savvy	Importance	Female	5.00	0.96	Between Groups	1	3.680	0.059
			Male	5.49	0.84	Within Groups	71		
			Total	5.40	0.88	Total	72		
	Ability to demonstrate political and legal savvy	Importance	Female	4.00	1.35	Between Groups	1	3.480	0.066
			Male	4.68	1.11	Within Groups	69		
			Total	4.56	1.17	Total	70		
	Ability to differentiate appropriate responses and understand consequences	Importance	Female	5.54	0.88	Between Groups	1	2.532	0.116
			Male	5.92	0.75	Within Groups	70		
			Total	5.85	0.78	Total	71		
		Preparedness	Female	4.55	1.13	Between Groups	1	0.775	0.382
			Male	4.92	1.30	Within Groups	68		

			Total	4.86	1.28	Total	69			
	Ability to motivate and sustain morale	Importance	Female	5.86	0.86	Between Groups	1	4.499	0.037	*
			Male	6.32	0.71	Within Groups	71			
			Total	6.23	0.75	Total	72			
		Preparedness	Female	5.08	1.31	Between Groups	1	0.013	0.909	
			Male	5.03	1.36	Within Groups	69			
			Total	5.04	1.35	Total	70			
	Ability to balance people and mission needs	Importance	Female	5.64	1.22	Between Groups	1	4.930	0.030	*
			Male	6.21	0.75	Within Groups	69			
			Total	6.10	0.88	Total	70			
		Preparedness	Female	4.75	1.22	Between Groups	1	1.690	0.198	
			Male	5.19	1.04	Within Groups	67			
			Total	5.12	1.08	Total	68			
	Ability to accurately evaluate and accept risk	Importance	Female	5.50	0.85	Between Groups	1	1.981	0.164	
			Male	5.83	0.78	Within Groups	72			
			Total	5.77	0.80	Total	73			
		Preparedness	Female	3.92	1.78	Between Groups	1	4.050	0.048	*
			Male	4.85	1.40	Within Groups	70			
			Total	4.69	1.50	Total	71			
	Ability to evaluate effectiveness (quantitative & qualitative)	Importance	Female	5.43	0.85	Between Groups	1	4.241	0.043	*
			Male	5.90	0.75	Within Groups	72			
			Total	5.81	0.79	Total	73			
		Preparedness	Female	4.25	1.91	Between Groups	1	0.973	0.327	
			Male	4.73	1.47	Within Groups	70			
			Total	4.65	1.55	Total	71			
	Ability to accept, articulate, and execute directives of superiors	Importance	Female	5.86	0.77	Between Groups	1	5.735	0.019	*
			Male	6.39	0.74	Within Groups	71			
			Total	6.29	0.77	Total	72			
		Preparedness	Female	5.08	1.08	Between Groups	1	1.841	0.179	
			Male	5.59	1.21	Within Groups	69			
			Total	5.51	1.19	Total	70			
	Problem solving skills	Importance	Female	6.07	0.83	Between Groups	1	1.591	0.211	
			Male	6.34	0.69	Within Groups	71			
			Total	6.29	0.72	Total	72			

	Preparedness	Female	4.83	1.53	Between Groups	1	1.043	0.311	
		Male	5.25	1.25	Within Groups	69			
		Total	5.18	1.30	Total	70			
Ability to get buy-in from staff	Importance	Female	5.36	0.93	Between Groups	1	6.599	0.012	*
		Male	5.97	0.76	Within Groups	71			
		Total	5.85	0.83	Total	72			
	Preparedness	Female	4.58	1.44	Between Groups	1	2.432	0.123	
		Male	5.17	1.13	Within Groups	69			
		Total	5.07	1.20	Total	70			
Ability to maintain appropriate levels of delegation	Importance	Female	5.57	0.94	Between Groups	1	0.362	0.549	
		Male	5.72	0.78	Within Groups	72			
		Total	5.69	0.81	Total	73			
	Preparedness	Female	4.33	1.72	Between Groups	1	0.475	0.493	
		Male	4.63	1.30	Within Groups	70			
		Total	4.58	1.37	Total	71			
Ability to manage in turbulent times	Importance	Female	6.14	0.95	Between Groups	1	0.002	0.969	
		Male	6.15	0.81	Within Groups	71			
		Total	6.15	0.83	Total	72			
	Preparedness	Female	5.08	1.16	Between Groups	1	0.022	0.881	
		Male	5.14	1.09	Within Groups	69			
		Total	5.13	1.09	Total	70			
Ability to conceptualize, communicate, and determine the most efficient pathway for change	Importance	Female	5.57	0.85	Between Groups	1	3.682	0.059	
		Male	6.03	0.80	Within Groups	72			
		Total	5.95	0.83	Total	73			
	Preparedness	Female	3.92	2.02	Between Groups	1	3.480	0.066	
		Male	4.78	1.34	Within Groups	70			
		Total	4.64	1.49	Total	71			
Knowledge of change processes	Importance	Female	5.07	0.92	Between Groups	1	1.098	0.298	
		Male	5.37	0.96	Within Groups	72			
		Total	5.31	0.95	Total	73			
	Preparedness	Female	4.08	1.24	Between Groups	1	0.983	0.325	
		Male	4.48	1.28	Within Groups	70			
		Total	4.42	1.28	Total	71			

Ability to demonstrate flexibility and adaptability	Importance	Female	5.50	1.02	Between Groups	1	6.070	0.016	*
		Male	6.07	0.71	Within Groups	72			
		Total	5.96	0.80	Total	73			
	Preparedness	Female	5.17	0.94	Between Groups	1	0.118	0.732	
		Male	5.05	1.10	Within Groups	70			
		Total	5.07	1.07	Total	71			
Interpersonal, communication, and listening skills	Importance	Female	6.14	0.86	Between Groups	1	4.028	0.049	*
		Male	6.57	0.67	Within Groups	72			
		Total	6.49	0.73	Total	73			
	Preparedness	Female	5.08	1.00	Between Groups	1	0.148	0.702	
		Male	4.93	1.27	Within Groups	70			
		Total	4.96	1.23	Total	71			
Executive writing skills (business reports, executive summaries, appropriate use of words)	Importance	Female	6.07	0.92	Between Groups	1	0.199	0.657	
		Male	6.17	0.67	Within Groups	72			
		Total	6.15	0.72	Total	73			
	Preparedness	Female	4.83	1.19	Between Groups	1	0.126	0.723	
		Male	4.68	1.36	Within Groups	70			
		Total	4.71	1.33	Total	71			
Military writing skills (ORP/EPR/SSS/Decorations/Awards)	Importance	Female	5.86	0.86	Between Groups	1	0.461	0.500	
		Male	6.02	0.77	Within Groups	68			
		Total	5.99	0.79	Total	69			
	Preparedness	Female	3.75	1.91	Between Groups	1	0.572	0.452	
		Male	4.13	1.48	Within Groups	66			
		Total	4.06	1.55	Total	67			
Executive speaking skills (briefing, public speaking, public affairs, extemporaneous)	Importance	Female	5.64	0.84	Between Groups	1	1.448	0.233	
		Male	5.95	0.86	Within Groups	71			
		Total	5.89	0.86	Total	72			
	Preparedness	Female	4.67	1.97	Between Groups	1	1.012	0.318	
		Male	5.12	1.29	Within Groups	69			
		Total	5.04	1.42	Total	70			

	Ability to use application software to communicate message (Word, PowerPoint, Email)	Importance	Female	6.00	0.96	Between Groups	1	2.752	0.102	
			Male	5.58	0.83	Within Groups	71			
			Total	5.66	0.87	Total	72			
		Preparedness	Female	5.58	1.68	Between Groups	1	0.259	0.613	
			Male	5.76	0.97	Within Groups	69			
			Total	5.73	1.11	Total	70			
	Ability to negotiate professional and personnal win/win solutions	Importance	Female	5.57	0.94	Between Groups	1	1.370	0.246	
			Male	5.86	0.82	Within Groups	71			
			Total	5.81	0.84	Total	72			
		Preparedness	Female	4.08	1.78	Between Groups	1	3.066	0.084	
			Male	4.76	1.09	Within Groups	69			
			Total	4.65	1.24	Total	70			
	Ability to build effective community relationships with local authorities and hospital CEOs	Importance	Female	4.71	0.91	Between Groups	1	2.256	0.137	
			Male	5.23	1.21	Within Groups	72			
			Total	5.14	1.17	Total	73			
		Preparedness	Female	4.00	1.65	Between Groups	1	0.408	0.525	
			Male	4.32	1.58	Within Groups	69			
			Total	4.27	1.59	Total	70			
	Ability to sell strategic opportunities to superiors	Importance	Female	5.07	0.92	Between Groups	1	2.348	0.130	
			Male	5.50	0.95	Within Groups	72			
			Total	5.42	0.95	Total	73			
		Preparedness	Female	4.58	1.24	Between Groups	1	0.251	0.618	
			Male	4.77	1.14	Within Groups	70			
			Total	4.74	1.15	Total	71			
	Ability to relate and cooperate with peers	Importance	Female	5.71	0.83	Between Groups	1	6.970	0.010	*
			Male	6.23	0.62	Within Groups	72			
			Total	6.14	0.69	Total	73			
		Preparedness	Female	5.33	0.89	Between Groups	1	0.251	0.618	
			Male	5.52	1.20	Within Groups	70			
			Total	5.49	1.15	Total	71			

Ability to build a strong network of key contacts and subject matter experts	Importance	Female	5.43	1.09	Between Groups	1	1.138	0.290	
		Male	5.72	0.87	Within Groups	72			
		Total	5.66	0.91	Total	73			
	Preparedness	Female	4.83	1.47	Between Groups	1	0.336	0.564	
		Male	5.07	1.23	Within Groups	70			
		Total	5.03	1.27	Total	71			
Ability to foster team-work and build concensus	Importance	Female	5.64	0.93	Between Groups	1	7.725	0.007	*
		Male	6.28	0.74	Within Groups	72			
		Total	6.16	0.81	Total	73			
	Preparedness	Female	4.67	1.50	Between Groups	1	1.698	0.197	
		Male	5.15	1.10	Within Groups	70			
		Total	5.07	1.18	Total	71			
Knowledge of group and individual behavior	Importance	Female	4.86	0.95	Between Groups	1	0.908	0.344	
		Male	5.13	0.98	Within Groups	72			
		Total	5.08	0.98	Total	73			
	Preparedness	Female	4.75	1.14	Between Groups	1	0.021	0.885	
		Male	4.70	1.08	Within Groups	70			
		Total	4.71	1.08	Total	71			
Ability to recognize, confront, and resolve conflict	Importance	Female	5.79	0.70	Between Groups	1	0.167	0.684	
		Male	5.88	0.83	Within Groups	72			
		Total	5.86	0.80	Total	73			
	Preparedness	Female	4.17	2.12	Between Groups	1	0.069	0.794	
		Male	4.30	1.49	Within Groups	70			
		Total	4.28	1.59	Total	71			
Ability to generate positive thinking and constructive interaction	Importance	Female	5.21	0.80	Between Groups	1	1.872	0.176	
		Male	5.55	0.83	Within Groups	72			
		Total	5.49	0.83	Total	73			
	Preparedness	Female	5.08	0.79	Between Groups	1	0.801	0.374	
		Male	4.77	1.17	Within Groups	70			
		Total	4.82	1.12	Total	71			
Ability to balance strenghts and weaknesses to mold teams	Importance	Female	5.07	1.14	Between Groups	1	6.778	0.011	*

			Male	5.78	0.87	Within Groups	72		
			Total	5.65	0.96	Total	73		
		Preparedness	Female	4.42	1.56	Between Groups	1	0.266	0.607
			Male	4.62	1.15	Within Groups	70		
			Total	4.58	1.22	Total	71		
	Ability to be a positive and influential role model	Importance	Female	5.50	0.76	Between Groups	1	5.780	0.019 *
			Male	6.10	0.86	Within Groups	72		
			Total	5.99	0.87	Total	73		
		Preparedness	Female	5.25	0.75	Between Groups	1	0.065	0.800
			Male	5.15	1.31	Within Groups	70		
			Total	5.17	1.23	Total	71		
	Ability to direct personal and subordinate goal attainment	Importance	Female	5.43	0.85	Between Groups	1	4.825	0.031 *
			Male	5.93	0.76	Within Groups	72		
			Total	5.84	0.79	Total	73		
		Preparedness	Female	5.17	0.83	Between Groups	1	0.196	0.660
			Male	5.03	0.97	Within Groups	70		
			Total	5.06	0.95	Total	71		
	Ability to balance physical, mental, and spiritual wellbeing	Importance	Female	5.79	0.89	Between Groups	1	1.764	0.188
			Male	6.10	0.77	Within Groups	72		
			Total	6.04	0.80	Total	73		
		Preparedness	Female	5.00	1.35	Between Groups	1	0.441	0.509
			Male	4.75	1.16	Within Groups	70		
			Total	4.79	1.19	Total	71		
	Ability to balance professional and personal obligations	Importance	Female	5.71	0.73	Between Groups	1	2.774	0.100
			Male	6.07	0.71	Within Groups	72		
			Total	6.00	0.72	Total	73		
		Preparedness	Female	4.75	1.14	Between Groups	1	0.496	0.484
			Male	5.00	1.12	Within Groups	70		
			Total	4.96	1.12	Total	71		
	Knowledge of the UCMJ	Importance	Female	5.00	0.96	Between Groups	1	0.013	0.908
			Male	4.97	0.97	Within Groups	72		
			Total	4.97	0.96	Total	73		

		Preparedness	Female	3.58	1.88	Between Groups	1	1.483	0.227	
			Male	4.18	1.49	Within Groups	70			
			Total	4.08	1.56	Total	71			
Expeditionary Operations	Knowledge of the Air Evac/casualty management systems	Importance	Female	4.64	0.93	Between Groups	1	0.031	0.861	
			Male	4.70	1.12	Within Groups	72			
			Total	4.69	1.08	Total	73			
		Preparedness	Female	3.17	1.99	Between Groups	1	0.110	0.741	
			Male	3.33	1.50	Within Groups	70			
			Total	3.31	1.58	Total	71			
	Knowledge of EMEDS structure and capabilities	Importance	Female	5.21	1.19	Between Groups	1	0.002	0.966	
			Male	5.20	1.12	Within Groups	72			
			Total	5.20	1.12	Total	73			
		Preparedness	Female	3.33	1.61	Between Groups	1	0.499	0.482	
			Male	3.67	1.47	Within Groups	70			
			Total	3.61	1.49	Total	71			
	Knowledge of AEF concept, terminology, literature, and processes	Importance	Female	5.14	1.17	Between Groups	1	0.745	0.391	
			Male	5.42	1.05	Within Groups	72			
			Total	5.36	1.07	Total	73			
		Preparedness	Female	3.25	1.60	Between Groups	1	5.858	0.018	*
			Male	4.25	1.24	Within Groups	70			
			Total	4.08	1.35	Total	71			
	Knowledge of multi-service platforms and joint readiness regulations	Importance	Female	4.29	0.91	Between Groups	1	1.222	0.273	
			Male	4.63	1.09	Within Groups	72			
			Total	4.57	1.06	Total	73			
		Preparedness	Female	2.92	1.38	Between Groups	1	0.496	0.484	
			Male	3.23	1.43	Within Groups	70			
			Total	3.18	1.42	Total	71			
	Knowledge of UTC assignment process	Importance	Female	4.50	1.02	Between Groups	1	1.326	0.253	
			Male	4.85	1.01	Within Groups	71			
			Total	4.78	1.02	Total	72			
		Preparedness	Female	3.33	1.44	Between Groups	1	1.352	0.249	
			Male	3.88	1.50	Within Groups	69			

		Total	3.79	1.49	Total	70		
Knowledge of protective measures (CNBC)	Importance	Female	5.43	1.16	Between Groups	1	0.262	0.611
		Male	5.60	1.12	Within Groups	72		
		Total	5.57	1.12	Total	73		
	Preparedness	Female	4.58	1.16	Between Groups	1	0.148	0.702
		Male	4.73	1.25	Within Groups	70		
		Total	4.71	1.23	Total	71		
Knowledge of deployment processessing requirements	Importance	Female	4.79	1.05	Between Groups	1	2.147	0.147
		Male	5.29	1.18	Within Groups	71		
		Total	5.19	1.16	Total	72		
	Preparedness	Female	4.25	0.97	Between Groups	1	1.019	0.316
		Male	4.63	1.22	Within Groups	69		
		Total	4.56	1.18	Total	70		
Ability to administer effective readiness training	Importance	Female	5.14	0.95	Between Groups	1	0.945	0.334
		Male	5.47	1.16	Within Groups	72		
		Total	5.41	1.12	Total	73		
	Preparedness	Female	4.08	1.44	Between Groups	1	0.551	0.460
		Male	4.37	1.19	Within Groups	69		
		Total	4.32	1.23	Total	70		
Knowledge of theater operational issues (command & control, host nation, cultural)	Importance	Female	5.14	0.95	Between Groups	1	0.401	0.529
		Male	4.92	1.25	Within Groups	72		
		Total	4.96	1.20	Total	73		
	Preparedness	Female	3.08	1.78	Between Groups	1	1.411	0.239
		Male	3.62	1.34	Within Groups	70		
		Total	3.53	1.42	Total	71		
Ability to forecast and sustain peacetime capabilities	Importance	Female	5.00	1.11	Between Groups	1	2.417	0.124
		Male	5.48	1.03	Within Groups	72		
		Total	5.39	1.06	Total	73		
	Preparedness	Female	3.75	1.29	Between Groups	1	3.033	0.086
		Male	4.45	1.27	Within Groups	70		
		Total	4.33	1.29	Total	71		

Knowledge of civilian agencies, capabilities, and planning procedures	Importance	Female	4.79	0.89	Between Groups	1	1.308	0.257
		Male	5.17	1.17	Within Groups	72		
		Total	5.09	1.12	Total	73		
	Preparedness	Female	3.33	1.50	Between Groups	1	1.591	0.211
		Male	3.93	1.51	Within Groups	70		
		Total	3.83	1.51	Total	71		
Ability to negotiate with civilian sources for resources and assistance	Importance	Female	5.00	0.88	Between Groups	1	0.678	0.413
		Male	5.27	1.13	Within Groups	72		
		Total	5.22	1.09	Total	73		
	Preparedness	Female	3.67	1.61	Between Groups	1	0.180	0.673
		Male	3.88	1.62	Within Groups	70		
		Total	3.85	1.61	Total	71		
Ability to develop, exercise, and deploy emergency response teams	Importance	Female	5.43	1.09	Between Groups	1	0.004	0.947
		Male	5.45	1.08	Within Groups	72		
		Total	5.45	1.07	Total	73		
	Preparedness	Female	4.08	1.24	Between Groups	1	0.044	0.834
		Male	3.98	1.55	Within Groups	70		
		Total	4.00	1.49	Total	71		
Knowledge of theory/philosophy of the Incident Command System (ICS)/NDMS/FEMA	Importance	Female	4.43	1.02	Between Groups	1	0.361	0.550
		Male	4.65	1.29	Within Groups	72		
		Total	4.61	1.24	Total	73		
	Preparedness	Female	3.00	1.41	Between Groups	1	0.249	0.619
		Male	3.22	1.39	Within Groups	69		
		Total	3.18	1.39	Total	70		
Knowledge of WMD (deployment, detection, treatment, & response)	Importance	Female	5.21	1.12	Between Groups	1	0.105	0.746
		Male	5.32	1.05	Within Groups	72		
		Total	5.30	1.06	Total	73		
	Preparedness	Female	3.92	1.68	Between Groups	1	0.001	0.970
		Male	3.90	1.35	Within Groups	70		
		Total	3.90	1.40	Total	71		

	Knowledge of homeland security issues	Importance	Female	5.07	1.21	Between Groups	1	0.316	0.576	
			Male	5.27	1.16	Within Groups	72			
			Total	5.23	1.17	Total	73			
		Preparedness	Female	3.42	1.56	Between Groups	1	0.190	0.664	
			Male	3.65	1.72	Within Groups	70			
			Total	3.61	1.68	Total	71			
Resource Management	Financial analysis/forecasting and accounting skills (balance sheet, statement of cash flow, financial ratios)	Importance	Female	4.71	0.91	Between Groups	1	6.017	0.017	*
			Male	5.50	1.11	Within Groups	72			
			Total	5.35	1.12	Total	73			
		Preparedness	Female	4.25	1.22	Between Groups	1	0.204	0.653	
			Male	4.45	1.43	Within Groups	70			
			Total	4.42	1.39	Total	71			
	Knowledge of AF and AFMS financial planning	Importance	Female	5.21	1.05	Between Groups	1	2.050	0.157	
			Male	5.62	0.92	Within Groups	72			
			Total	5.54	0.95	Total	73			
		Preparedness	Female	4.00	1.28	Between Groups	1	0.828	0.366	
			Male	4.38	1.34	Within Groups	70			
			Total	4.32	1.33	Total	71			
	Knowledge of revised financing	Importance	Female	4.71	0.99	Between Groups	1	5.657	0.020	*
			Male	5.47	1.08	Within Groups	72			
			Total	5.32	1.10	Total	73			
		Preparedness	Female	3.55	1.29	Between Groups	1	0.002	0.968	
			Male	3.57	1.66	Within Groups	69			
			Total	3.56	1.60	Total	70			
	Knowledge of financial trends in healthcare	Importance	Female	4.79	1.05	Between Groups	1	0.894	0.347	
			Male	5.08	1.06	Within Groups	72			
			Total	5.03	1.06	Total	73			
		Preparedness	Female	3.83	1.64	Between Groups	1	0.086	0.770	
			Male	3.98	1.61	Within Groups	70			
			Total	3.96	1.60	Total	71			
	Ability to determine optimal mix of care (direct/network)	Importance	Female	5.21	1.05	Between Groups	1	0.955	0.332	
			Male	5.53	1.11	Within Groups	70			

		Total	5.47	1.10	Total	71		
	Preparedness	Female	3.67	1.30	Between Groups	1	0.126	0.724
		Male	3.84	1.63	Within Groups	68		
		Total	3.81	1.57	Total	69		
Ability to accurately project return on investment (ROI)	Importance	Female	4.71	1.07	Between Groups	1	2.332	0.131
		Male	5.20	1.08	Within Groups	71		
		Total	5.11	1.09	Total	72		
	Preparedness	Female	3.75	1.42	Between Groups	1	0.211	0.648
		Male	3.98	1.63	Within Groups	69		
		Total	3.94	1.59	Total	70		
Basic budgeting skills (development, tracking, & execution)	Importance	Female	5.64	1.08	Between Groups	1	0.892	0.348
		Male	5.90	0.88	Within Groups	72		
		Total	5.85	0.92	Total	73		
	Preparedness	Female	4.58	1.00	Between Groups	1	0.277	0.600
		Male	4.80	1.35	Within Groups	70		
		Total	4.76	1.29	Total	71		
Knowledge of EEICs, PECs, MEPRS, EAS IV, and TPOCS	Importance	Female	5.07	1.00	Between Groups	1	1.443	0.234
		Male	5.42	0.96	Within Groups	72		
		Total	5.35	0.97	Total	73		
	Preparedness	Female	3.92	0.79	Between Groups	1	1.110	0.296
		Male	4.40	1.54	Within Groups	70		
		Total	4.32	1.45	Total	71		
Knowledge of the Program Objective Memorandum (POM) process	Importance	Female	4.71	0.99	Between Groups	1	1.378	0.244
		Male	5.10	1.13	Within Groups	72		
		Total	5.03	1.11	Total	73		
	Preparedness	Female	3.25	0.87	Between Groups	1	0.206	0.651
		Male	3.47	1.60	Within Groups	70		
		Total	3.43	1.50	Total	71		
CA, ECA, CCA, and break-even analysis skills	Importance	Female	5.21	0.89	Between Groups	1	0.424	0.517
		Male	5.42	1.08	Within Groups	72		
		Total	5.38	1.04	Total	73		
	Preparedness	Female	3.50	1.51	Between Groups	1	0.382	0.539

			Male	3.82	1.64	Within Groups	70		
			Total	3.76	1.61	Total	71		
	Knowledge of statistics	Importance	Female	4.57	0.85	Between Groups	1	1.250	0.267
			Male	4.88	0.96	Within Groups	72		
			Total	4.82	0.94	Total	73		
		Preparedness	Female	4.42	0.79	Between Groups	1	1.596	0.211
			Male	3.83	1.55	Within Groups	70		
			Total	3.93	1.47	Total	71		
	Cost analysis skills	Importance	Female	5.14	1.17	Between Groups	1	1.148	0.288
			Male	5.47	0.98	Within Groups	72		
			Total	5.41	1.02	Total	73		
		Preparedness	Female	4.33	0.89	Between Groups	1	0.369	0.545
			Male	4.03	1.66	Within Groups	70		
			Total	4.08	1.55	Total	71		
	Knowledge of fixed, variable, direct, indirect, and marginal costs and allocation	Importance	Female	5.07	1.14	Between Groups	1	0.064	0.801
			Male	5.15	1.02	Within Groups	72		
			Total	5.14	1.04	Total	73		
		Preparedness	Female	4.00	1.21	Between Groups	1	0.127	0.722
			Male	3.82	1.69	Within Groups	70		
			Total	3.85	1.62	Total	71		
	Knowledge of reimbursement methodologies	Importance	Female	5.14	1.10	Between Groups	1	0.008	0.927
			Male	5.17	0.95	Within Groups	71		
			Total	5.16	0.97	Total	72		
		Preparedness	Female	3.33	1.67	Between Groups	1	1.169	0.283
			Male	3.88	1.59	Within Groups	69		
			Total	3.79	1.60	Total	70		
	Knowledge of coding practices/billing procedures	Importance	Female	4.79	1.42	Between Groups	1	2.394	0.126
			Male	5.28	0.99	Within Groups	72		
			Total	5.19	1.09	Total	73		
		Preparedness	Female	3.25	1.60	Between Groups	1	0.011	0.918
			Male	3.30	1.52	Within Groups	70		
			Total	3.29	1.52	Total	71		
Technology & Information	Knowledge of decision support systems	Importance	Female	4.86	1.03	Between Groups	1	1.397	0.241

		Male	5.17	0.85	Within Groups	72		
		Total	5.11	0.88	Total	73		
	Preparedness	Female	4.00	1.54	Between Groups	1	0.120	0.730
		Male	3.83	1.52	Within Groups	70		
		Total	3.86	1.51	Total	71		
Ability to use systems and software effectively	Importance	Female	5.57	0.94	Between Groups	1	0.771	0.383
		Male	5.78	0.78	Within Groups	72		
		Total	5.74	0.81	Total	73		
	Preparedness	Female	5.00	1.28	Between Groups	1	0.082	0.775
		Male	5.12	1.29	Within Groups	70		
		Total	5.10	1.28	Total	71		
Ability to leverage existing technology to benefit AFMS	Importance	Female	4.86	1.03	Between Groups	1	6.822	0.011 *
		Male	5.60	0.94	Within Groups	72		
		Total	5.46	1.00	Total	73		
	Preparedness	Female	4.58	1.31	Between Groups	1	0.429	0.514
		Male	4.32	1.28	Within Groups	70		
		Total	4.36	1.28	Total	71		
Knowledge/data management, data integration, and information development skills	Importance	Female	5.00	1.24	Between Groups	1	3.660	0.060
		Male	5.60	1.01	Within Groups	72		
		Total	5.49	1.08	Total	73		
	Preparedness	Female	4.00	1.54	Between Groups	1	0.551	0.460
		Male	4.35	1.48	Within Groups	70		
		Total	4.29	1.49	Total	71		
Knowledge of industry standards	Importance	Female	4.21	0.89	Between Groups	1	4.576	0.036 *
		Male	4.83	0.99	Within Groups	71		
		Total	4.71	0.99	Total	72		
	Preparedness	Female	3.67	1.61	Between Groups	1	0.504	0.480
		Male	4.02	1.55	Within Groups	69		
		Total	3.96	1.55	Total	70		
Ability to access accurately IM/IT needs	Importance	Female	5.00	0.88	Between Groups	1	1.389	0.242
		Male	5.32	0.91	Within Groups	72		
		Total	5.26	0.91	Total	73		

		Preparedness	Female	4.25	1.60	Between Groups	1	0.019	0.890
			Male	4.32	1.50	Within Groups	70		
			Total	4.31	1.51	Total	71		
	Knowledge of USAF/DoD technology acquisition process	Importance	Female	4.07	1.00	Between Groups	1	1.042	0.311
			Male	4.42	1.17	Within Groups	72		
			Total	4.35	1.14	Total	73		
		Preparedness	Female	3.50	1.09	Between Groups	1	0.108	0.744
			Male	3.67	1.68	Within Groups	70		
			Total	3.64	1.59	Total	71		
	Data analysis skills	Importance	Female	5.64	0.93	Between Groups	1	1.031	0.313
			Male	5.92	0.90	Within Groups	71		
			Total	5.86	0.90	Total	72		
		Preparedness	Female	4.67	1.15	Between Groups	1	0.105	0.746
			Male	4.51	1.60	Within Groups	69		
			Total	4.54	1.53	Total	70		
	Excel, Access, and Business Objects skills	Importance	Female	4.86	0.86	Between Groups	1	3.210	0.077
			Male	5.31	0.84	Within Groups	71		
			Total	5.22	0.85	Total	72		
		Preparedness	Female	4.42	1.93	Between Groups	1	0.019	0.890
			Male	4.49	1.65	Within Groups	69		
			Total	4.48	1.69	Total	70		
	Knowledge of data mining and extraction tools (CHCS, M2, MCFAS, etc	Importance	Female	4.86	0.86	Between Groups	1	3.854	0.054
			Male	5.40	0.94	Within Groups	70		
			Total	5.29	0.94	Total	71		
		Preparedness	Female	3.58	1.88	Between Groups	1	0.036	0.850
			Male	3.69	1.75	Within Groups	68		
			Total	3.67	1.76	Total	69		
	Ability to create relative information from data	Importance	Female	5.71	0.83	Between Groups	1	0.261	0.611
			Male	5.85	0.89	Within Groups	71		
			Total	5.82	0.87	Total	72		
		Preparedness	Female	4.17	2.08	Between Groups	1	0.006	0.936
			Male	4.12	1.85	Within Groups	69		
			Total	4.13	1.87	Total	70		
	Metric development skills	Importance	Female	5.00	0.88	Between Groups	1	1.571	0.214

			Male	5.31	0.82	Within Groups	70		
			Total	5.25	0.83	Total	71		
		Preparedness	Female	4.08	1.68	Between Groups	1	0.021	0.886
			Male	4.16	1.55	Within Groups	68		
			Total	4.14	1.56	Total	69		
	Knowledge of P2R2	Importance	Female	4.71	0.99	Between Groups	1	1.054	0.308
			Male	5.02	0.99	Within Groups	71		
			Total	4.96	0.99	Total	72		
		Preparedness	Female	4.00	0.85	Between Groups	1	0.668	0.417
			Male	4.32	1.31	Within Groups	69		
			Total	4.27	1.24	Total	70		
	Knowledge of systems architecture	Importance	Female	3.93	0.62	Between Groups	1	1.198	0.277
			Male	4.22	0.95	Within Groups	71		
			Total	4.16	0.90	Total	72		
		Preparedness	Female	3.58	1.44	Between Groups	1	0.075	0.785
			Male	3.71	1.49	Within Groups	69		
			Total	3.69	1.47	Total	70		
	Web-page development skills	Importance	Female	3.79	0.58	Between Groups	1	0.392	0.533
			Male	3.95	0.93	Within Groups	70		
			Total	3.92	0.87	Total	71		
		Preparedness	Female	3.08	1.51	Between Groups	1	0.876	0.353
			Male	3.51	1.42	Within Groups	67		
			Total	3.43	1.43	Total	68		
	Knowledge of interconnectivity and interactivity of systems (interface)	Importance	Female	4.07	0.73	Between Groups	1	1.577	0.213
			Male	4.44	1.04	Within Groups	71		
			Total	4.37	0.99	Total	72		
		Preparedness	Female	3.50	1.24	Between Groups	1	0.001	0.971
			Male	3.48	1.56	Within Groups	68		
			Total	3.49	1.50	Total	69		
	Network managment skills	Importance	Female	3.86	0.66	Between Groups	1	1.885	0.174
			Male	4.34	1.27	Within Groups	71		
			Total	4.25	1.19	Total	72		
		Preparedness	Female	3.50	1.45	Between Groups	1	0.019	0.891
			Male	3.43	1.61	Within Groups	68		
			Total	3.44	1.58	Total	69		

	Knowledge of HIPAA/USAF Requirements for security and confidentiality	Importance	Female	5.43	1.22	Between Groups	1	1.720	0.194
			Male	5.78	0.81	Within Groups	71		
			Total	5.71	0.90	Total	72		
		Preparedness	Female	4.25	1.54	Between Groups	1	0.023	0.880
			Male	4.17	1.70	Within Groups	69		
			Total	4.18	1.67	Total	70		
	Knowledge of computer and asset security	Importance	Female	5.29	1.14	Between Groups	1	1.345	0.250
			Male	5.61	0.89	Within Groups	71		
			Total	5.55	0.94	Total	72		
		Preparedness	Female	5.25	0.97	Between Groups	1	0.765	0.385
			Male	4.92	1.25	Within Groups	69		
			Total	4.97	1.21	Total	70		
Business Management	Time management, organizational, and planning skills	Importance	Female	6.21	0.70	Between Groups	1	0.108	0.743
			Male	6.29	0.77	Within Groups	71		
			Total	6.27	0.75	Total	72		
		Preparedness	Female	4.83	1.19	Between Groups	1	0.007	0.933
			Male	4.86	1.17	Within Groups	69		
			Total	4.86	1.16	Total	70		
	Critical decision making skills	Importance	Female	6.14	0.66	Between Groups	1	0.305	0.582
			Male	6.27	0.81	Within Groups	71		
			Total	6.25	0.78	Total	72		
		Preparedness	Female	4.67	1.50	Between Groups	1	0.070	0.792
			Male	4.56	1.24	Within Groups	69		
			Total	4.58	1.27	Total	70		
	Ability to develop business plans	Importance	Female	5.29	0.91	Between Groups	1	0.953	0.332
			Male	5.53	0.84	Within Groups	70		
			Total	5.49	0.86	Total	71		
		Preparedness	Female	4.33	1.61	Between Groups	1	0.299	0.586
			Male	4.05	1.63	Within Groups	68		
			Total	4.10	1.62	Total	69		
	Ability to multi-task	Importance	Female	5.57	1.40	Between Groups	1	4.520	0.037 *
			Male	6.20	0.89	Within Groups	71		
			Total	6.08	1.02	Total	72		
		Preparedness	Female	4.92	1.24	Between Groups	1	0.020	0.889

			Male	4.86	1.17	Within Groups	69			
			Total	4.87	1.17	Total	70			
	Ability to conduct effective/productive meetings	Importance	Female	5.21	0.70	Between Groups	1	7.859	0.007	*
			Male	5.95	0.92	Within Groups	71			
			Total	5.81	0.92	Total	72			
		Preparedness	Female	4.42	1.56	Between Groups	1	0.003	0.954	
			Male	4.39	1.44	Within Groups	69			
			Total	4.39	1.45	Total	70			
	Stakeholder analysis skills	Importance	Female	4.50	0.85	Between Groups	1	4.495	0.038	*
			Male	5.12	1.01	Within Groups	70			
			Total	5.00	1.01	Total	71			
		Preparedness	Female	4.33	1.23	Between Groups	1	1.159	0.285	
			Male	3.93	1.17	Within Groups	68			
			Total	4.00	1.18	Total	69			
	Ability to identify and articulate project/program goals, set milestones, and prioritize tasks	Importance	Female	5.79	0.70	Between Groups	1	1.834	0.180	
			Male	6.10	0.80	Within Groups	71			
			Total	6.04	0.79	Total	72			
		Preparedness	Female	4.67	1.67	Between Groups	1	0.198	0.657	
			Male	4.44	1.59	Within Groups	69			
			Total	4.48	1.59	Total	70			
	Knowledge of lifecycle management	Importance	Female	4.71	0.73	Between Groups	1	0.000	0.993	
			Male	4.71	0.95	Within Groups	71			
			Total	4.71	0.90	Total	72			
		Preparedness	Female	4.42	1.00	Between Groups	1	1.676	0.200	
			Male	3.90	1.31	Within Groups	69			
			Total	3.99	1.27	Total	70			
	Data synthesis skills	Importance	Female	4.79	1.19	Between Groups	1	1.720	0.194	
			Male	5.17	0.94	Within Groups	70			
			Total	5.10	1.00	Total	71			
		Preparedness	Female	4.42	1.24	Between Groups	1	1.694	0.198	
			Male	3.74	1.70	Within Groups	68			
			Total	3.86	1.64	Total	69			
	Analytical thinking skills	Importance	Female	5.57	0.85	Between Groups	1	3.339	0.072	

			Male	6.00	0.77	Within Groups	70		
			Total	5.92	0.80	Total	71		
		Preparedness	Female	5.00	1.13	Between Groups	1	1.437	0.235
			Male	4.47	1.45	Within Groups	68		
			Total	4.56	1.41	Total	69		
	Situational awareness skills	Importance	Female	5.86	0.66	Between Groups	1	0.689	0.409
			Male	6.07	0.90	Within Groups	70		
			Total	6.03	0.86	Total	71		
		Preparedness	Female	4.58	1.44	Between Groups	1	0.063	0.803
			Male	4.48	1.23	Within Groups	68		
			Total	4.50	1.26	Total	69		
	Customer specific interpersonal communication skills	Importance	Female	5.79	0.80	Between Groups	1	0.750	0.390
			Male	6.00	0.84	Within Groups	70		
			Total	5.96	0.83	Total	71		
		Preparedness	Female	5.25	0.97	Between Groups	1	0.231	0.632
			Male	5.07	1.23	Within Groups	68		
			Total	5.10	1.18	Total	69		
	Ability to promote positive customer service attitudes in subordinates	Importance	Female	5.79	0.89	Between Groups	1	1.670	0.201
			Male	6.10	0.81	Within Groups	70		
			Total	6.04	0.83	Total	71		
		Preparedness	Female	4.75	1.60	Between Groups	1	0.374	0.543
			Male	5.02	1.33	Within Groups	68		
			Total	4.97	1.37	Total	69		
	Knowledge of customer service theories	Importance	Female	4.71	0.83	Between Groups	1	2.122	0.150
			Male	5.12	0.96	Within Groups	69		
			Total	5.04	0.95	Total	70		
		Preparedness	Female	4.58	1.08	Between Groups	1	0.112	0.739
			Male	4.42	1.60	Within Groups	67		
			Total	4.45	1.52	Total	68		
	Ability to provide feedback to promote continuous improvement	Importance	Female	5.36	0.63	Between Groups	1	0.716	0.400
			Male	5.57	0.88	Within Groups	70		
			Total	5.53	0.84	Total	71		
		Preparedness	Female	4.58	1.38	Between Groups	1	0.094	0.760

			Male	4.45	1.39	Within Groups	68			
			Total	4.47	1.38	Total	69			
	Knowledge of clinical quality indicators, quality principles, peer group analysis, and continuous improvement cycle	Importance	Female	4.93	0.73	Between Groups	1	0.132	0.717	
			Male	5.03	1.03	Within Groups	70			
			Total	5.01	0.97	Total	71			
		Preparedness	Female	4.92	1.00	Between Groups	1	5.334	0.024	*
			Male	3.91	1.43	Within Groups	68			
			Total	4.09	1.41	Total	69			
	Ability to demonstrate product differentiation	Importance	Female	4.93	0.73	Between Groups	1	0.132	0.717	
			Male	5.03	1.03	Within Groups	70			
			Total	5.01	0.97	Total	71			
		Preparedness	Female	4.92	1.00	Between Groups	1	5.334	0.024	*
			Male	3.91	1.43	Within Groups	68			
			Total	4.09	1.41	Total	69			
	Marketing strategy and promotion skills	Importance	Female	4.57	0.51	Between Groups	1	6.593	0.012	*
			Male	5.26	0.97	Within Groups	70			
			Total	5.13	0.93	Total	71			
		Preparedness	Female	4.33	0.98	Between Groups	1	0.831	0.365	
			Male	3.91	1.53	Within Groups	68			
			Total	3.99	1.45	Total	69			
Health Plan Management	Knowledge of TRICARE initiatives (T-NEX, TRICARE Online)	Importance	Female	4.86	0.66	Between Groups	1	12.142	0.001	*
			Male	5.74	0.89	Within Groups	70			
			Total	5.57	0.92	Total	71			
		Preparedness	Female	4.08	1.51	Between Groups	1	0.100	0.753	
			Male	4.24	1.59	Within Groups	68			
			Total	4.21	1.57	Total	69			
	Knowledge of TRICARE terminology	Importance	Female	5.07	1.00	Between Groups	1	3.735	0.057	
			Male	5.66	1.02	Within Groups	70			
			Total	5.54	1.03	Total	71			
		Preparedness	Female	4.50	1.51	Between Groups	1	0.619	0.434	
			Male	4.83	1.27	Within Groups	68			
			Total	4.77	1.31	Total	69			

	Knowledge of Bid Price Adjustment/Resource Sharing Agreements	Importance	Female	4.86	0.86	Between Groups	1	1.895	0.173
			Male	5.30	1.12	Within Groups	69		
			Total	5.21	1.08	Total	70		
		Preparedness	Female	3.50	1.38	Between Groups	1	1.621	0.207
			Male	4.11	1.52	Within Groups	66		
			Total	4.00	1.51	Total	67		
	Knowledge of managed care principles and theories	Importance	Female	5.07	1.00	Between Groups	1	2.759	0.101
			Male	5.53	0.92	Within Groups	70		
			Total	5.44	0.95	Total	71		
		Preparedness	Female	4.25	1.42	Between Groups	1	0.963	0.330
			Male	4.64	1.21	Within Groups	68		
			Total	4.57	1.25	Total	69		
	Knowledge of integrated delivery systems and various insurance plans (PPO, HMO)	Importance	Female	4.50	0.94	Between Groups	1	0.957	0.331
			Male	4.80	1.04	Within Groups	67		
			Total	4.74	1.02	Total	68		
		Preparedness	Female	4.42	1.44	Between Groups	1	0.055	0.815
			Male	4.33	1.14	Within Groups	65		
			Total	4.34	1.19	Total	66		
	Knowledge of health needs assessment	Importance	Female	4.57	0.85	Between Groups	1	2.093	0.152
			Male	4.96	0.93	Within Groups	69		
			Total	4.89	0.92	Total	70		
		Preparedness	Female	4.17	0.83	Between Groups	1	0.033	0.857
			Male	4.11	1.11	Within Groups	67		
			Total	4.12	1.06	Total	68		
	Ability to incorporate prevention into general practices	Importance	Female	4.43	1.16	Between Groups	1	1.863	0.177
			Male	4.90	1.15	Within Groups	70		
			Total	4.81	1.16	Total	71		
		Preparedness	Female	4.00	1.21	Between Groups	1	0.367	0.546
			Male	4.23	1.18	Within Groups	67		
			Total	4.19	1.18	Total	68		
	Demand, disease, and utilization management skills	Importance	Female	4.64	1.08	Between Groups	1	0.061	0.806

				Mean	SD		Source	df	F	Sig.
			Male	4.73	1.24		Within Groups	68		
			Total	4.71	1.21		Total	69		
		Preparedness	Female	3.75	1.48		Between Groups	1	0.040	0.841
			Male	3.66	1.38		Within Groups	66		
			Total	3.68	1.39		Total	67		
	Thorough knowledge of the TRICARE/CHAMPUS benefit package	Importance	Female	5.00	1.24		Between Groups	1	3.322	0.073
			Male	5.55	0.96		Within Groups	70		
			Total	5.44	1.03		Total	71		
		Preparedness	Female	3.83	1.19		Between Groups	1	2.430	0.124
			Male	4.52	1.42		Within Groups	68		
			Total	4.40	1.40		Total	69		
	Understand major regional TRICARE/MCSC rules	Importance	Female	4.86	1.03		Between Groups	1	1.791	0.185
			Male	5.28	1.06		Within Groups	70		
			Total	5.19	1.06		Total	71		
		Preparedness	Female	4.17	0.72		Between Groups	1	0.004	0.949
			Male	4.19	1.37		Within Groups	67		
			Total	4.19	1.28		Total	68		
	Ability to coordinate benefits and special programs (PRK, contact lens) for beneficiaries	Importance	Female	4.50	1.29		Between Groups	1	0.629	0.431
			Male	4.78	1.14		Within Groups	70		
			Total	4.72	1.17		Total	71		
		Preparedness	Female	4.25	1.06		Between Groups	1	0.600	0.441
			Male	3.89	1.51		Within Groups	67		
			Total	3.96	1.44		Total	68		
Human Resource Management	Manpower analysis skills	Importance	Female	5.50	0.94		Between Groups	1	0.264	0.609
			Male	5.64	0.89		Within Groups	70		
			Total	5.61	0.90		Total	71		
		Preparedness	Female	3.75	1.48		Between Groups	1	0.944	0.335
			Male	4.26	1.68		Within Groups	68		
			Total	4.17	1.65		Total	69		
	Thorough knowledge of UMD and UMPR	Importance	Female	5.07	1.21		Between Groups	1	3.031	0.086
			Male	5.62	1.02		Within Groups	70		
			Total	5.51	1.07		Total	71		

		Preparedness	Female	3.83	1.64	Between Groups	1	1.053	0.308
			Male	4.31	1.43	Within Groups	68		
			Total	4.23	1.47	Total	69		
	Thorough understanding of the MAPGG and its effects upon the MTF	Importance	Female	5.57	1.28	Between Groups	1	2.759	0.101
			Male	6.03	0.84	Within Groups	70		
			Total	5.94	0.95	Total	71		
		Preparedness	Female	3.50	1.78	Between Groups	1	1.855	0.178
			Male	4.22	1.65	Within Groups	68		
			Total	4.10	1.69	Total	69		
	Knowledge of MSC accession mechanisms	Importance	Female	4.36	1.01	Between Groups	1	0.676	0.414
			Male	4.59	0.92	Within Groups	70		
			Total	4.54	0.93	Total	71		
		Preparedness	Female	4.67	0.89	Between Groups	1	0.137	0.712
			Male	4.55	0.99	Within Groups	68		
			Total	4.57	0.97	Total	69		
	Ability to develop training programs that enhance technical skills and leadership acumen	Importance	Female	4.93	0.92	Between Groups	1	0.158	0.693
			Male	5.05	1.08	Within Groups	69		
			Total	5.03	1.04	Total	70		
		Preparedness	Female	3.92	1.51	Between Groups	1	0.192	0.663
			Male	4.09	1.18	Within Groups	66		
			Total	4.06	1.23	Total	67		
	Ability to promote and attain higher education/PME	Importance	Female	5.57	1.02	Between Groups	1	0.000	0.993
			Male	5.57	0.96	Within Groups	70		
			Total	5.57	0.96	Total	71		
		Preparedness	Female	5.25	0.97	Between Groups	1	0.066	0.798
			Male	5.16	1.20	Within Groups	68		
			Total	5.17	1.15	Total	69		
	Ability to maintain personal competency currency with civilian counterparts	Importance	Female	4.93	0.83	Between Groups	1	1.080	0.302
			Male	5.24	1.05	Within Groups	70		
			Total	5.18	1.01	Total	71		
		Preparedness	Female	4.92	1.08	Between Groups	1	0.000	0.994

			Male	4.91	1.22	Within Groups	68			
			Total	4.91	1.19	Total	69			
	Core competency skills (RMO, logistics, systems,	Importance	Female	6.07	0.83	Between Groups	1	0.741	0.392	
			Male	6.28	0.79	Within Groups	70			
			Total	6.24	0.80	Total	71			
		Preparedness	Female	4.83	0.72	Between Groups	1	0.001	0.975	
			Male	4.84	1.24	Within Groups	68			
			Total	4.84	1.16	Total	69			
	Knowledge of the military benefit package	Importance	Female	4.71	0.83	Between Groups	1	0.139	0.711	
			Male	4.83	1.06	Within Groups	70			
			Total	4.81	1.02	Total	71			
		Preparedness	Female	4.58	0.79	Between Groups	1	0.275	0.601	
			Male	4.78	1.21	Within Groups	68			
			Total	4.74	1.15	Total	69			
	Knowledge of civilian personnel issues (hiring, labor relations, etc	Importance	Female	4.86	0.86	Between Groups	1	1.659	0.202	
			Male	5.19	0.87	Within Groups	70			
			Total	5.13	0.87	Total	71			
		Preparedness	Female	4.00	1.21	Between Groups	1	1.161	0.285	
			Male	3.47	1.62	Within Groups	68			
			Total	3.56	1.57	Total	69			
	Ability to integrate "hired" (civilian, contract) and blue suit workforce rapidly and successfully	Importance	Female	5.00	0.88	Between Groups	1	3.492	0.066	
			Male	5.52	0.94	Within Groups	70			
			Total	5.42	0.95	Total	71			
		Preparedness	Female	4.42	0.79	Between Groups	1	0.002	0.961	
			Male	4.40	1.36	Within Groups	68			
			Total	4.40	1.28	Total	69			
	Knowledge of personality types	Importance	Female	4.71	0.91	Between Groups	1	0.001	0.975	
			Male	4.72	1.10	Within Groups	70			
			Total	4.72	1.06	Total	71			
		Preparedness	Female	4.75	0.75	Between Groups	1	2.180	0.144	
			Male	4.10	1.47	Within Groups	68			
			Total	4.21	1.39	Total	69			

	Ability to effectively supervise	Importance	Female	6.14	0.77	Between Groups	1	2.010	0.161	
			Male	6.44	0.68	Within Groups	69			
			Total	6.38	0.70	Total	70			
		Preparedness	Female	4.50	1.31	Between Groups	1	0.627	0.431	
			Male	4.81	1.20	Within Groups	67			
			Total	4.75	1.22	Total	68			
	Knowledge of AF Assignment Management System	Importance	Female	5.14	0.95	Between Groups	1	0.236	0.629	
			Male	5.28	0.91	Within Groups	70			
			Total	5.25	0.92	Total	71			
		Preparedness	Female	4.67	0.78	Between Groups	1	1.034	0.313	
			Male	5.00	1.08	Within Groups	68			
			Total	4.94	1.03	Total	69			
	Knowledge of enlisted issues and promotion system	Importance	Female	5.64	0.93	Between Groups	1	0.631	0.430	
			Male	5.84	0.82	Within Groups	69			
			Total	5.80	0.84	Total	70			
		Preparedness	Female	3.67	1.44	Between Groups	1	2.689	0.106	
			Male	4.42	1.45	Within Groups	67			
			Total	4.29	1.47	Total	68			
Contracting	Knowledge of COTR responsibilities	Importance	Female	4.43	0.94	Between Groups	1	2.950	0.090	
			Male	4.95	1.03	Within Groups	70			
			Total	4.85	1.03	Total	71			
		Preparedness	Female	3.67	1.07	Between Groups	1	0.104	0.748	
			Male	3.81	1.46	Within Groups	68			
			Total	3.79	1.39	Total	69			
	Knowledge of basic contract law	Importance	Female	4.00	0.55	Between Groups	1	5.088	0.027	*
			Male	4.57	0.90	Within Groups	70			
			Total	4.46	0.87	Total	71			
		Preparedness	Female	3.50	1.24	Between Groups	1	0.006	0.939	
			Male	3.53	1.45	Within Groups	68			
			Total	3.53	1.41	Total	69			
	Knowledge of outsourcing vehicles	Importance	Female	4.64	1.08	Between Groups	1	2.207	0.142	
			Male	5.07	0.93	Within Groups	70			
			Total	4.99	0.97	Total	71			
		Preparedness	Female	3.67	1.07	Between Groups	1	0.136	0.714	

			Male	3.83	1.43	Within Groups	68		
			Total	3.80	1.37	Total	69		
	Ability to read and interpret contracts	Importance	Female	4.64	1.08	Between Groups	1	2.372	0.128
			Male	5.10	0.99	Within Groups	70		
			Total	5.01	1.01	Total	71		
		Preparedness	Female	3.75	1.42	Between Groups	1	0.083	0.774
			Male	3.62	1.41	Within Groups	68		
			Total	3.64	1.40	Total	69		
	Knowledge of the Federal Acquisition Regulation (FAR)	Importance	Female	4.21	0.80	Between Groups	1	1.616	0.208
			Male	4.63	1.14	Within Groups	68		
			Total	4.54	1.09	Total	69		
		Preparedness	Female	3.08	1.24	Between Groups	1	0.043	0.837
			Male	3.18	1.49	Within Groups	66		
			Total	3.16	1.44	Total	67		
	Ability to accurately project positive gain (financial/production) from contract	Importance	Female	5.07	1.07	Between Groups	1	0.002	0.963
			Male	5.09	1.05	Within Groups	70		
			Total	5.08	1.04	Total	71		
		Preparedness	Female	3.67	1.37	Between Groups	1	0.053	0.819
			Male	3.55	1.61	Within Groups	68		
			Total	3.57	1.57	Total	69		
	Effective contract negotiation skills	Importance	Female	5.07	1.00	Between Groups	1	0.029	0.866
			Male	5.02	1.08	Within Groups	69		
			Total	5.03	1.06	Total	70		
		Preparedness	Female	3.25	1.96	Between Groups	1	0.002	0.964
			Male	3.23	1.40	Within Groups	67		
			Total	3.23	1.50	Total	68		
	Ability to correctly identify need for contract	Importance	Female	5.21	0.89	Between Groups	1	0.603	0.440
			Male	5.40	0.80	Within Groups	69		
			Total	5.37	0.81	Total	70		
		Preparedness	Female	4.08	1.44	Between Groups	1	0.141	0.708
			Male	3.93	1.25	Within Groups	67		
			Total	3.96	1.28	Total	68		
	Ability to develop Statement of Work (SOW) and technical criteria for contracts	Importance	Female	4.92	0.86	Between Groups	1	0.896	0.347

			Male	5.21	1.01	Within Groups	68		
			Total	5.16	0.99	Total	69		
		Preparedness	Female	3.64	2.01	Between Groups	1	0.026	0.871
			Male	3.72	1.45	Within Groups	66		
			Total	3.71	1.54	Total	67		
	Request for Bid (RFB) and evaluation skills	Importance	Female	4.50	1.09	Between Groups	1	0.599	0.441
			Male	4.76	1.13	Within Groups	70		
			Total	4.71	1.12	Total	71		
		Preparedness	Female	4.17	0.94	Between Groups	1	3.388	0.070
			Male	3.37	1.43	Within Groups	67		
			Total	3.51	1.39	Total	68		
	Knowledge of various contracting types (fixed price, cost plus, etc	Importance	Female	4.43	1.02	Between Groups	1	1.127	0.292
			Male	4.74	0.98	Within Groups	70		
			Total	4.68	0.99	Total	71		
		Preparedness	Female	3.83	1.11	Between Groups	1	2.213	0.142
			Male	3.18	1.44	Within Groups	67		
			Total	3.29	1.40	Total	68		
Strategic Management	Knowledge of strategic planning tools (SWOT, TOWS, SPACE, Value Chain)	Importance	Female	4.64	0.93	Between Groups	1	1.623	0.207
			Male	5.02	1.00	Within Groups	70		
			Total	4.94	0.99	Total	71		
		Preparedness	Female	3.83	1.53	Between Groups	1	0.150	0.699
			Male	3.67	1.26	Within Groups	68		
			Total	3.70	1.30	Total	69		
	Ability to articulate vision, mission, and strategic plan	Importance	Female	5.43	0.94	Between Groups	1	2.037	0.158
			Male	5.83	0.94	Within Groups	70		
			Total	5.75	0.95	Total	71		
		Preparedness	Female	4.42	1.00	Between Groups	1	0.000	0.993
			Male	4.41	1.01	Within Groups	68		
			Total	4.41	1.00	Total	69		
	Strategic thinking, forecasting, and "big picture" skills	Importance	Female	5.43	0.85	Between Groups	1	3.317	0.073
			Male	5.95	0.98	Within Groups	70		
			Total	5.85	0.97	Total	71		

		Preparedness	Female	4.42	1.31	Between Groups	1	0.066	0.798	
			Male	4.52	1.22	Within Groups	68			
			Total	4.50	1.22	Total	69			
	Ability to differentiate between long term and short term planning	Importance	Female	5.50	0.85	Between Groups	1	0.284	0.596	
			Male	5.64	0.87	Within Groups	70			
			Total	5.61	0.86	Total	71			
		Preparedness	Female	4.42	0.79	Between Groups	1	0.000	0.993	
			Male	4.41	1.03	Within Groups	68			
			Total	4.41	0.99	Total	69			
	Understand the line mission and role	Importance	Female	5.57	0.94	Between Groups	1	5.388	0.023	*
			Male	6.24	0.96	Within Groups	67			
			Total	6.10	0.99	Total	68			
		Preparedness	Female	4.58	1.00	Between Groups	1	0.014	0.907	
			Male	4.64	1.48	Within Groups	65			
			Total	4.63	1.40	Total	66			
	Understand and incorporate AF vision, mission, and values	Importance	Female	5.62	0.96	Between Groups	1	1.598	0.210	
			Male	6.02	1.05	Within Groups	69			
			Total	5.94	1.04	Total	70			
		Preparedness	Female	4.73	0.79	Between Groups	1	2.453	0.122	
			Male	5.26	1.07	Within Groups	67			
			Total	5.17	1.04	Total	68			
	Knowledge of AF doctrine	Importance	Female	5.00	0.88	Between Groups	1	2.296	0.134	
			Male	5.42	0.94	Within Groups	69			
			Total	5.34	0.94	Total	70			
		Preparedness	Female	3.75	1.06	Between Groups	1	0.010	0.919	
			Male	3.70	1.57	Within Groups	67			
			Total	3.71	1.49	Total	68			
	Systems thinking skills	Importance	Female	5.36	1.08	Between Groups	1	0.007	0.932	
			Male	5.39	1.13	Within Groups	69			
			Total	5.38	1.11	Total	70			
		Preparedness	Female	3.92	1.56	Between Groups	1	0.009	0.924	
			Male	3.88	1.32	Within Groups	66			
			Total	3.88	1.36	Total	67			

	Knowledge of organizational theo, governance, culture, and structure	Importance	Female	4.86	0.95	Between Groups	1	0.772	0.383	
			Male	5.14	1.10	Within Groups	70			
			Total	5.08	1.07	Total	71			
		Preparedness	Female	4.17	0.58	Between Groups	1	0.048	0.827	
			Male	4.09	1.21	Within Groups	67			
			Total	4.10	1.13	Total	68			
	Knowledge of military organizational concepts	Importance	Female	4.57	0.65	Between Groups	1	12.195	0.001	*
			Male	5.52	0.96	Within Groups	70			
			Total	5.33	0.98	Total	71			
		Preparedness	Female	3.83	1.03	Between Groups	1	0.810	0.371	
			Male	4.17	1.22	Within Groups	68			
			Total	4.11	1.19	Total	69			
	Ability to envison the AFMS of the future	Importance	Female	4.71	0.83	Between Groups	1	2.753	0.102	
			Male	5.28	1.20	Within Groups	70			
			Total	5.17	1.15	Total	71			
		Preparedness	Female	3.42	1.16	Between Groups	1	1.412	0.239	
			Male	3.90	1.29	Within Groups	68			
			Total	3.81	1.28	Total	69			
Clinical Practice Management	Template, appointment, and referral management skills	Importance	Female	4.93	0.92	Between Groups	1	1.613	0.208	
			Male	5.31	1.03	Within Groups	70			
			Total	5.24	1.01	Total	71			
		Preparedness	Female	3.67	1.50	Between Groups	1	1.592	0.211	
			Male	4.19	1.27	Within Groups	67			
			Total	4.10	1.32	Total	68			
	Knowledge of JCAHO/HSI standards	Importance	Female	5.79	0.89	Between Groups	1	1.055	0.308	
			Male	6.03	0.79	Within Groups	70			
			Total	5.99	0.81	Total	71			
		Preparedness	Female	4.42	1.44	Between Groups	1	0.001	0.971	
			Male	4.43	1.22	Within Groups	68			
			Total	4.43	1.25	Total	69			
	Ability to integrate medical/business decisions	Importance	Female	5.50	0.85	Between Groups	1	0.336	0.564	
			Male	5.66	0.91	Within Groups	70			

		Total	5.63	0.90	Total	71		
	Preparedness	Female	4.25	1.29	Between Groups	1	0.013	0.910
		Male	4.21	1.18	Within Groups	68		
		Total	4.21	1.19	Total	69		
Throughput analysis skills	Importance	Female	5.07	0.62	Between Groups	1	0.067	0.796
		Male	5.14	0.91	Within Groups	70		
		Total	5.13	0.85	Total	71		
	Preparedness	Female	4.00	1.54	Between Groups	1	0.062	0.805
		Male	3.89	1.29	Within Groups	67		
		Total	3.91	1.33	Total	68		
Knowledge of the fundamentals of group practice	Importance	Female	5.00	0.96	Between Groups	1	2.249	0.138
		Male	5.40	0.87	Within Groups	67		
		Total	5.32	0.90	Total	68		
	Preparedness	Female	3.92	1.51	Between Groups	1	0.009	0.923
		Male	3.87	1.49	Within Groups	64		
		Total	3.88	1.48	Total	65		
Knowledge of patient administration issues	Importance	Female	5.50	0.85	Between Groups	1	0.488	0.487
		Male	5.67	0.79	Within Groups	69		
		Total	5.63	0.80	Total	70		
	Preparedness	Female	3.67	1.56	Between Groups	1	0.099	0.754
		Male	3.51	1.58	Within Groups	67		
		Total	3.54	1.57	Total	68		
Capasity management skills	Importance	Female	5.14	0.95	Between Groups	1	0.163	0.687
		Male	5.26	1.01	Within Groups	69		
		Total	5.24	0.99	Total	70		
	Preparedness	Female	3.50	1.51	Between Groups	1	0.284	0.596
		Male	3.75	1.47	Within Groups	66		
		Total	3.71	1.47	Total	67		
Interpersonal relations with professional staff (NC, MC, BSC, DC)	Importance	Female	5.92	0.76	Between Groups	1	1.646	0.204
		Male	6.25	0.83	Within Groups	68		
		Total	6.19	0.82	Total	69		
	Preparedness	Female	5.18	0.98	Between Groups	1	0.066	0.798
		Male	5.07	1.37	Within Groups	66		
		Total	5.09	1.31	Total	67		

	Knowledge of credentialing and licensure	Importance	Female	4.43	0.76	Between Groups	1	1.618	0.208	
			Male	4.83	1.11	Within Groups	70			
			Total	4.75	1.06	Total	71			
		Preparedness	Female	3.83	1.27	Between Groups	1	1.048	0.310	
			Male	3.37	1.46	Within Groups	67			
			Total	3.45	1.43	Total	68			
	Insight into providers decision making processes and empathy for their frustrations	Importance	Female	5.21	0.80	Between Groups	1	2.155	0.147	
			Male	5.64	1.00	Within Groups	70			
			Total	5.56	0.98	Total	71			
		Preparedness	Female	3.92	0.67	Between Groups	1	0.321	0.573	
			Male	3.65	1.60	Within Groups	67			
			Total	3.70	1.48	Total	68			
	Ability to speak the "provider's" language	Importance	Female	4.86	0.86	Between Groups	1	3.016	0.087	
			Male	5.38	1.04	Within Groups	70			
			Total	5.28	1.02	Total	71			
		Preparedness	Female	3.58	1.16	Between Groups	1	0.022	0.883	
			Male	3.52	1.45	Within Groups	68			
			Total	3.53	1.40	Total	69			
	Ability to communicate and teach the business of healthcare to providers	Importance	Female	5.15	0.69	Between Groups	1	1.058	0.307	
			Male	5.45	0.98	Within Groups	69			
			Total	5.39	0.93	Total	70			
		Preparedness	Female	3.64	1.50	Between Groups	1	0.046	0.831	
			Male	3.74	1.49	Within Groups	67			
			Total	3.72	1.48	Total	68			
	Ability to be an advocate for providers	Importance	Female	5.29	1.27	Between Groups	1	0.577	0.450	
			Male	5.52	0.96	Within Groups	70			
			Total	5.47	1.02	Total	71			
		Preparedness	Female	4.17	1.11	Between Groups	1	0.440	0.510	
			Male	3.93	1.12	Within Groups	68			
			Total	3.97	1.12	Total	69			
	Knowledge of what drives provider productivity	Importance	Female	5.29	0.99	Between Groups	1	2.682	0.106	
			Male	5.72	0.86	Within Groups	69			
			Total	5.63	0.90	Total	70			

		Preparedness	Female	4.08	1.31	Between Groups	1	0.761	0.386
			Male	3.67	1.54	Within Groups	67		
			Total	3.74	1.50	Total	68		
	Knowledge of health records management/medical records systems	Importance	Female	5.36	1.08	Between Groups	1	0.020	0.888
			Male	5.40	0.90	Within Groups	70		
			Total	5.39	0.93	Total	71		
		Preparedness	Female	4.50	1.09	Between Groups	1	1.436	0.235
			Male	3.98	1.41	Within Groups	68		
			Total	4.07	1.37	Total	69		
	Knowledge of ICD-9, DRG, CPT, HCPCS codes	Importance	Female	4.43	1.16	Between Groups	1	0.329	0.568
			Male	4.60	0.99	Within Groups	70		
			Total	4.57	1.02	Total	71		
		Preparedness	Female	3.50	1.24	Between Groups	1	0.727	0.397
			Male	3.11	1.50	Within Groups	67		
			Total	3.17	1.45	Total	68		
	Ability to define, refine, and streamline product offerings to beneficiaries	Importance	Female	4.93	1.38	Between Groups	1	0.158	0.692
			Male	5.05	0.94	Within Groups	70		
			Total	5.03	1.03	Total	71		
		Preparedness	Female	3.58	1.24	Between Groups	1	2.081	0.154
			Male	4.07	1.02	Within Groups	68		
			Total	3.99	1.07	Total	69		
Logistics & Infrastructure	Basic logistics skills	Importance	Female	5.43	0.85	Between Groups	1	0.316	0.576
			Male	5.57	0.85	Within Groups	68		
			Total	5.54	0.85	Total	69		
		Preparedness	Female	3.92	1.08	Between Groups	1	0.828	0.366
			Male	4.32	1.45	Within Groups	66		
			Total	4.25	1.40	Total	67		
	Knowledge of DMLSS and WRM	Importance	Female	4.79	1.05	Between Groups	1	2.042	0.158
			Male	5.23	1.04	Within Groups	68		
			Total	5.14	1.05	Total	69		
		Preparedness	Female	3.25	1.22	Between Groups	1	2.546	0.115
			Male	3.93	1.36	Within Groups	66		

			Total	3.81	1.35	Total	67		
	Supply chain management and inventory control skills	Importance	Female	4.86	0.95	Between Groups	1	0.651	0.422
			Male	5.11	1.06	Within Groups	68		
			Total	5.06	1.03	Total	69		
		Preparedness	Female	3.67	1.07	Between Groups	1	0.702	0.405
			Male	4.04	1.44	Within Groups	66		
			Total	3.97	1.38	Total	67		
	Knowledge of IMPAC card and GSA rules	Importance	Female	5.00	1.11	Between Groups	1	0.294	0.589
			Male	5.14	0.82	Within Groups	68		
			Total	5.11	0.88	Total	69		
		Preparedness	Female	4.58	1.16	Between Groups	1	0.715	0.401
			Male	4.25	1.25	Within Groups	66		
			Total	4.31	1.24	Total	67		
	Ability to create a systematic, long-term plan for infrastructure upgrade	Importance	Female	5.21	1.05	Between Groups	1	0.464	0.498
			Male	5.44	1.14	Within Groups	66		
			Total	5.40	1.12	Total	67		
		Preparedness	Female	3.58	1.44	Between Groups	1	0.029	0.866
			Male	3.50	1.56	Within Groups	64		
			Total	3.52	1.53	Total	65		
	Knowledge of basic engineering/construction	Importance	Female	3.93	1.00	Between Groups	1	3.085	0.084
			Male	4.46	1.03	Within Groups	68		
			Total	4.36	1.04	Total	69		
		Preparedness	Female	3.00	1.10	Between Groups	1	0.976	0.327
			Male	3.46	1.48	Within Groups	65		
			Total	3.39	1.42	Total	66		
	Ability to incorporate new technologies into facility upgrade plan	Importance	Female	4.79	0.97	Between Groups	1	0.963	0.330
			Male	5.11	1.12	Within Groups	68		
			Total	5.04	1.10	Total	69		
		Preparedness	Female	3.45	0.93	Between Groups	1	0.199	0.657
			Male	3.23	1.60	Within Groups	65		
			Total	3.27	1.50	Total	66		
Regulatory & Compliance	Understand impact of HIPAA	Importance	Female	5.64	0.84	Between Groups	1	0.252	0.617

		Male	5.77	0.83	Within Groups	68		
		Total	5.74	0.83	Total	69		
	Preparedness	Female	4.50	0.80	Between Groups	1	1.205	0.276
		Male	3.93	1.76	Within Groups	66		
		Total	4.03	1.64	Total	67		
Knowledge of patient safety movements/regulations (Leap Frog, Patient's Bill of Rights)	Importance	Female	5.36	0.84	Between Groups	1	0.004	0.950
		Male	5.38	0.96	Within Groups	68		
		Total	5.37	0.94	Total	69		
	Preparedness	Female	4.08	1.24	Between Groups	1	0.076	0.783
		Male	3.96	1.37	Within Groups	66		
		Total	3.99	1.34	Total	67		
Knowledge of healthcare, environmental, tort, and labor relations law/legislation	Importance	Female	4.71	0.73	Between Groups	1	0.061	0.806
		Male	4.64	1.02	Within Groups	68		
		Total	4.66	0.96	Total	69		
	Preparedness	Female	3.50	1.24	Between Groups	1	0.739	0.393
		Male	3.11	1.46	Within Groups	65		
		Total	3.18	1.42	Total	66		
Knowledge of privacy and consent issues	Importance	Female	5.50	0.85	Between Groups	1	0.276	0.601
		Male	5.64	0.92	Within Groups	68		
		Total	5.61	0.91	Total	69		
	Preparedness	Female	4.75	0.97	Between Groups	1	1.738	0.192
		Male	4.21	1.33	Within Groups	66		
		Total	4.31	1.28	Total	67		
Understanding of medico/legal issues	Importance	Female	5.00	0.96	Between Groups	1	0.551	0.460
		Male	5.21	0.97	Within Groups	68		
		Total	5.17	0.96	Total	69		
	Preparedness	Female	4.25	1.29	Between Groups	1	1.573	0.214
		Male	3.73	1.30	Within Groups	66		
		Total	3.82	1.30	Total	67		

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Appendix I: Descriptives & ANOVA for Importance and Preparedness by Rank
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Table I1

Descriptive Statistics and Analyis of Variance for Importance and Preparedness by Rank (Domain Order)

Domain	SKA Description	Variable	Rank	Mean	S.D.	Analysis of Variance	df	F	Sig.
Leadership	Knowledge of leadership principles, styles, and theory	Importance	Col	6.21	0.78	Between Groups	1	3.301	0.073
			Lt Col	5.82	0.90	Within Groups	72		
			Total	5.95	0.87	Total	73		
		Preparedness	Col	5.25	1.03	Between Groups	1	0.047	0.830
			Lt Col	5.19	1.21	Within Groups	70		
			Total	5.21	1.15	Total	71		
	Ability to demonstrate accountability, integrity, and officership	Importance	Col	6.88	0.34	Between Groups	1	0.294	0.589
			Lt Col	6.82	0.44	Within Groups	72		
			Total	6.84	0.41	Total	73		
		Preparedness	Col	6.08	1.21	Between Groups	1	0.501	0.482
			Lt Col	5.88	1.16	Within Groups	70		
			Total	5.94	1.17	Total	71		
	Ability to demonstrate diplomacy	Importance	Col	6.04	0.62	Between Groups	1	0.758	0.387
			Lt Col	5.88	0.80	Within Groups	72		
			Total	5.93	0.75	Total	73		
		Preparedness	Col	5.25	1.11	Between Groups	1	1.651	0.203
			Lt Col	4.81	1.47	Within Groups	70		
			Total	4.96	1.37	Total	71		
	Ability to demonstrate followership	Importance	Col	6.08	0.58	Between Groups	1	2.616	0.110
			Lt Col	5.80	0.76	Within Groups	72		
			Total	5.89	0.71	Total	73		
		Preparedness	Col	5.58	1.06	Between Groups	1	0.043	0.836
			Lt Col	5.52	1.27	Within Groups	70		
			Total	5.54	1.20	Total	71		
	Ability to demonstrate courage and fortitude	Importance	Col	6.04	0.75	Between Groups	1	1.644	0.204
			Lt Col	5.75	0.98	Within Groups	70		
			Total	5.85	0.91	Total	71		
		Preparedness	Col	5.38	1.17	Between Groups	1	0.461	0.500

			Lt Col	5.15	1.37	Within Groups	68		
			Total	5.23	1.30	Total	69		
	Ability to demonstrate enthusiasm and commitment	Importance	Col	6.18	0.59	Between Groups	1	1.599	0.211
			Lt Col	5.96	0.73	Within Groups	66		
			Total	6.03	0.69	Total	67		
		Preparedness	Col	5.64	1.00	Between Groups	1	0.000	1.000
			Lt Col	5.64	1.08	Within Groups	64		
			Total	5.64	1.05	Total	65		
	Ability to demonstrate work and business ethics	Importance	Col	6.33	0.76	Between Groups	1	0.190	0.665
			Lt Col	6.42	0.77	Within Groups	70		
			Total	6.39	0.76	Total	71		
		Preparedness	Col	5.71	1.20	Between Groups	1	0.002	0.963
			Lt Col	5.70	1.01	Within Groups	68		
			Total	5.70	1.07	Total	69		
	Ability to demonstrate empathy and sympathy	Importance	Col	5.33	0.56	Between Groups	1	0.194	0.661
			Lt Col	5.24	0.96	Within Groups	72		
			Total	5.27	0.85	Total	73		
		Preparedness	Col	5.29	1.00	Between Groups	1	0.031	0.860
			Lt Col	5.25	0.91	Within Groups	70		
			Total	5.26	0.93	Total	71		
	Ability to demonstrate political and legal savvy	Importance	Col	5.42	0.83	Between Groups	1	0.017	0.896
			Lt Col	5.39	0.91	Within Groups	71		
			Total	5.40	0.88	Total	72		
	Ability to demonstrate political and legal savvy	Importance	Col	4.75	1.22	Between Groups	1	0.925	0.340
			Lt Col	4.47	1.14	Within Groups	69		
			Total	4.56	1.17	Total	70		
	Ability to differentiate appropriate responses and understand consequences	Importance	Col	5.75	0.74	Between Groups	1	0.554	0.459
			Lt Col	5.90	0.81	Within Groups	70		
			Total	5.85	0.78	Total	71		
		Preparedness	Col	5.04	1.43	Between Groups	1	0.760	0.387
			Lt Col	4.76	1.20	Within Groups	68		

Skill	Dimension	Group	Mean	SD	Source	df	F	p
		Total	4.86	1.28	Total	69		
Ability to motivate and sustain morale	Importance	Col	6.22	0.60	Between Groups	1	0.014	0.906
		Lt Col	6.24	0.82	Within Groups	71		
		Total	6.23	0.75	Total	72		
	Preparedness	Col	5.13	1.29	Between Groups	1	0.144	0.705
		Lt Col	5.00	1.38	Within Groups	69		
		Total	5.04	1.35	Total	70		
Ability to balance people and mission needs	Importance	Col	6.00	0.63	Between Groups	1	0.370	0.545
		Lt Col	6.14	0.97	Within Groups	69		
		Total	6.10	0.88	Total	70		
	Preparedness	Col	5.19	1.03	Between Groups	1	0.142	0.707
		Lt Col	5.08	1.11	Within Groups	67		
		Total	5.12	1.08	Total	68		
Ability to accurately evaluate and accept risk	Importance	Col	5.79	0.72	Between Groups	1	0.025	0.875
		Lt Col	5.76	0.85	Within Groups	72		
		Total	5.77	0.80	Total	73		
	Preparedness	Col	4.63	1.50	Between Groups	1	0.076	0.783
		Lt Col	4.73	1.51	Within Groups	70		
		Total	4.69	1.50	Total	71		
Ability to evaluate effectiveness (quantitative & qualitative)	Importance	Col	5.96	0.69	Between Groups	1	1.249	0.268
		Lt Col	5.74	0.83	Within Groups	72		
		Total	5.81	0.79	Total	73		
	Preparedness	Col	4.38	1.50	Between Groups	1	1.161	0.285
		Lt Col	4.79	1.57	Within Groups	70		
		Total	4.65	1.55	Total	71		
Ability to accept, articulate, and execute directives of superiors	Importance	Col	6.29	0.62	Between Groups	1	0.001	0.976
		Lt Col	6.29	0.84	Within Groups	71		
		Total	6.29	0.77	Total	72		
	Preparedness	Col	5.29	1.46	Between Groups	1	1.183	0.280
		Lt Col	5.62	1.03	Within Groups	69		
		Total	5.51	1.19	Total	70		
Problem solving skills	Importance	Col	6.26	0.75	Between Groups	1	0.046	0.830
		Lt Col	6.30	0.71	Within Groups	71		
		Total	6.29	0.72	Total	72		

		Preparedness	Col	4.83	1.19	Between Groups	1	2.618	0.110	
			Lt Col	5.35	1.33	Within Groups	69			
			Total	5.18	1.30	Total	70			
	Ability to get buy-in from staff	Importance	Col	6.00	0.67	Between Groups	1	1.114	0.295	
			Lt Col	5.78	0.89	Within Groups	71			
			Total	5.85	0.83	Total	72			
		Preparedness	Col	5.00	1.04	Between Groups	1	0.116	0.735	
			Lt Col	5.10	1.28	Within Groups	69			
			Total	5.07	1.20	Total	70			
	Ability to maintain appropriate levels of delegation	Importance	Col	5.58	0.78	Between Groups	1	0.604	0.440	
			Lt Col	5.74	0.83	Within Groups	72			
			Total	5.69	0.81	Total	73			
		Preparedness	Col	4.50	1.25	Between Groups	1	0.131	0.718	
			Lt Col	4.63	1.44	Within Groups	70			
			Total	4.58	1.37	Total	71			
	Ability to manage in turbulent times	Importance	Col	6.08	0.78	Between Groups	1	0.234	0.630	
			Lt Col	6.18	0.86	Within Groups	71			
			Total	6.15	0.83	Total	72			
		Preparedness	Col	4.92	1.14	Between Groups	1	1.342	0.251	
			Lt Col	5.23	1.07	Within Groups	69			
			Total	5.13	1.09	Total	70			
	Ability to conceptualize, communicate, and determine the most efficient pathway for change	Importance	Col	6.04	0.69	Between Groups	1	0.474	0.493	
			Lt Col	5.90	0.89	Within Groups	72			
			Total	5.95	0.83	Total	73			
		Preparedness	Col	4.67	1.34	Between Groups	1	0.012	0.912	
			Lt Col	4.63	1.58	Within Groups	70			
			Total	4.64	1.49	Total	71			
	Knowledge of change processes	Importance	Col	5.50	0.88	Between Groups	1	1.417	0.238	
			Lt Col	5.22	0.97	Within Groups	72			
			Total	5.31	0.95	Total	73			
		Preparedness	Col	4.38	1.28	Between Groups	1	0.038	0.846	
			Lt Col	4.44	1.29	Within Groups	70			
			Total	4.42	1.28	Total	71			

Ability to demonstrate flexibility and adaptability	Importance	Col	6.00	0.72	Between Groups	1	0.090	0.765
		Lt Col	5.94	0.84	Within Groups	72		
		Total	5.96	0.80	Total	73		
	Preparedness	Col	4.79	1.28	Between Groups	1	2.497	0.119
		Lt Col	5.21	0.92	Within Groups	70		
		Total	5.07	1.07	Total	71		
Interpersonal, communication, and listening skills	Importance	Col	6.67	0.48	Between Groups	1	2.224	0.140
		Lt Col	6.40	0.81	Within Groups	72		
		Total	6.49	0.73	Total	73		
	Preparedness	Col	4.79	1.44	Between Groups	1	0.661	0.419
		Lt Col	5.04	1.11	Within Groups	70		
		Total	4.96	1.23	Total	71		
Executive writing skills (business reports, executive summaries, appropriate use of words)	Importance	Col	6.17	0.56	Between Groups	1	0.022	0.882
		Lt Col	6.14	0.78	Within Groups	72		
		Total	6.15	0.72	Total	73		
	Preparedness	Col	4.46	1.50	Between Groups	1	1.284	0.261
		Lt Col	4.83	1.23	Within Groups	70		
		Total	4.71	1.33	Total	71		
Military writing skills (ORP/EPR/SSS/Decorations/Awards)	Importance	Col	5.91	0.87	Between Groups	1	0.299	0.586
		Lt Col	6.02	0.76	Within Groups	68		
		Total	5.99	0.79	Total	69		
	Preparedness	Col	4.14	1.46	Between Groups	1	0.080	0.778
		Lt Col	4.02	1.61	Within Groups	66		
		Total	4.06	1.55	Total	67		
Executive speaking skills (briefing, public speaking, public affairs, extemporaneous)	Importance	Col	6.13	0.76	Between Groups	1	2.683	0.106
		Lt Col	5.78	0.89	Within Groups	71		
		Total	5.89	0.86	Total	72		
	Preparedness	Col	5.00	1.28	Between Groups	1	0.030	0.864
		Lt Col	5.06	1.49	Within Groups	69		
		Total	5.04	1.42	Total	70		

Ability to use application software to communicate message (Word, PowerPoint, Email)	Importance	Col	5.65	0.71	Between Groups	1	0.001	0.972	
		Lt Col	5.66	0.94	Within Groups	71			
		Total	5.66	0.87	Total	72			
	Preparedness	Col	5.70	0.97	Between Groups	1	0.037	0.848	
		Lt Col	5.75	1.18	Within Groups	69			
		Total	5.73	1.11	Total	70			
Ability to negotiate professional and personnal win/win solutions	Importance	Col	5.96	0.64	Between Groups	1	1.037	0.312	
		Lt Col	5.74	0.92	Within Groups	71			
		Total	5.81	0.84	Total	72			
	Preparedness	Col	4.70	1.22	Between Groups	1	0.050	0.825	
		Lt Col	4.63	1.27	Within Groups	69			
		Total	4.65	1.24	Total	70			
Ability to build effective community relationships with local authorities and hospital CEOs	Importance	Col	4.83	1.17	Between Groups	1	2.391	0.126	
		Lt Col	5.28	1.16	Within Groups	72			
		Total	5.14	1.17	Total	73			
	Preparedness	Col	4.13	1.22	Between Groups	1	0.252	0.617	
		Lt Col	4.33	1.74	Within Groups	69			
		Total	4.27	1.59	Total	70			
Ability to sell strategic opportunities to superiors	Importance	Col	5.46	0.88	Between Groups	1	0.060	0.807	
		Lt Col	5.40	0.99	Within Groups	72			
		Total	5.42	0.95	Total	73			
	Preparedness	Col	4.71	1.04	Between Groups	1	0.021	0.886	
		Lt Col	4.75	1.21	Within Groups	70			
		Total	4.74	1.15	Total	71			
Ability to relate and cooperate with peers	Importance	Col	6.25	0.44	Between Groups	1	0.987	0.324	
		Lt Col	6.08	0.78	Within Groups	72			
		Total	6.14	0.69	Total	73			
	Preparedness	Col	5.38	1.41	Between Groups	1	0.333	0.566	
		Lt Col	5.54	1.01	Within Groups	70			
		Total	5.49	1.15	Total	71			

	Ability to build a strong network of key contacts and subject matter experts	Importance	Col	5.88	0.85	Between Groups	1	1.965	0.165
			Lt Col	5.56	0.93	Within Groups	72		
			Total	5.66	0.91	Total	73		
		Preparedness	Col	5.13	1.33	Between Groups	1	0.210	0.648
			Lt Col	4.98	1.25	Within Groups	70		
			Total	5.03	1.27	Total	71		
	Ability to foster team-work and build concensus	Importance	Col	6.33	0.56	Between Groups	1	1.594	0.211
			Lt Col	6.08	0.90	Within Groups	72		
			Total	6.16	0.81	Total	73		
		Preparedness	Col	4.96	1.16	Between Groups	1	0.317	0.575
			Lt Col	5.13	1.20	Within Groups	70		
			Total	5.07	1.18	Total	71		
	Knowledge of group and individual behavior	Importance	Col	5.00	0.78	Between Groups	1	0.243	0.624
			Lt Col	5.12	1.06	Within Groups	72		
			Total	5.08	0.98	Total	73		
		Preparedness	Col	4.63	1.10	Between Groups	1	0.212	0.647
			Lt Col	4.75	1.08	Within Groups	70		
			Total	4.71	1.08	Total	71		
	Ability to recognize, confront, and resolve conflict	Importance	Col	5.88	0.85	Between Groups	1	0.006	0.940
			Lt Col	5.86	0.78	Within Groups	72		
			Total	5.86	0.80	Total	73		
		Preparedness	Col	4.33	1.43	Between Groups	1	0.043	0.836
			Lt Col	4.25	1.68	Within Groups	70		
			Total	4.28	1.59	Total	71		
	Ability to generate positive thinking and constructive interaction	Importance	Col	5.50	0.66	Between Groups	1	0.009	0.924
			Lt Col	5.48	0.91	Within Groups	72		
			Total	5.49	0.83	Total	73		
		Preparedness	Col	4.71	1.16	Between Groups	1	0.353	0.555
			Lt Col	4.88	1.10	Within Groups	70		
			Total	4.82	1.12	Total	71		
	Ability to balance strenghts and weaknesses to mold teams	Importance	Col	5.92	0.83	Between Groups	1	2.856	0.095

			Lt Col	5.52	0.99	Within Groups	72		
			Total	5.65	0.96	Total	73		
		Preparedness	Col	4.67	1.09	Between Groups	1	0.166	0.685
			Lt Col	4.54	1.29	Within Groups	70		
			Total	4.58	1.22	Total	71		
	Ability to be a positive and influential role model	Importance	Col	6.08	0.72	Between Groups	1	0.439	0.510
			Lt Col	5.94	0.93	Within Groups	72		
			Total	5.99	0.87	Total	73		
		Preparedness	Col	5.13	1.33	Between Groups	1	0.041	0.841
			Lt Col	5.19	1.20	Within Groups	70		
			Total	5.17	1.23	Total	71		
	Ability to direct personal and subordinate goal attainment	Importance	Col	6.04	0.55	Between Groups	1	2.383	0.127
			Lt Col	5.74	0.88	Within Groups	72		
			Total	5.84	0.79	Total	73		
		Preparedness	Col	5.08	1.02	Between Groups	1	0.031	0.862
			Lt Col	5.04	0.92	Within Groups	70		
			Total	5.06	0.95	Total	71		
	Ability to balance physical, mental, and spiritual wellbeing	Importance	Col	6.21	0.72	Between Groups	1	1.569	0.214
			Lt Col	5.96	0.83	Within Groups	72		
			Total	6.04	0.80	Total	73		
		Preparedness	Col	4.58	1.10	Between Groups	1	1.113	0.295
			Lt Col	4.90	1.22	Within Groups	70		
			Total	4.79	1.19	Total	71		
	Ability to balance professional and personal obligations	Importance	Col	6.13	0.61	Between Groups	1	1.067	0.305
			Lt Col	5.94	0.77	Within Groups	72		
			Total	6.00	0.72	Total	73		
		Preparedness	Col	4.67	1.20	Between Groups	1	2.498	0.118
			Lt Col	5.10	1.06	Within Groups	70		
			Total	4.96	1.12	Total	71		
	Knowledge of the UCMJ	Importance	Col	4.71	0.95	Between Groups	1	2.736	0.102
			Lt Col	5.10	0.95	Within Groups	72		
			Total	4.97	0.96	Total	73		

		Preparedness	Col	4.25	1.51	Between Groups	1	0.406	0.526
			Lt Col	4.00	1.60	Within Groups	70		
			Total	4.08	1.56	Total	71		
Expeditionary Operations	Knowledge of the Air Evac/casualty management systems	Importance	Col	4.54	0.88	Between Groups	1	0.654	0.421
			Lt Col	4.76	1.17	Within Groups	72		
			Total	4.69	1.08	Total	73		
		Preparedness	Col	3.21	1.32	Between Groups	1	0.135	0.715
			Lt Col	3.35	1.71	Within Groups	70		
			Total	3.31	1.58	Total	71		
	Knowledge of EMEDS structure and capabilities	Importance	Col	5.04	0.95	Between Groups	1	0.728	0.396
			Lt Col	5.28	1.20	Within Groups	72		
			Total	5.20	1.12	Total	73		
		Preparedness	Col	3.88	1.30	Between Groups	1	1.135	0.290
			Lt Col	3.48	1.57	Within Groups	70		
			Total	3.61	1.49	Total	71		
	Knowledge of AEF concept, terminology, literature, and processes	Importance	Col	5.50	1.02	Between Groups	1	0.566	0.454
			Lt Col	5.30	1.09	Within Groups	72		
			Total	5.36	1.07	Total	73		
		Preparedness	Col	4.25	1.29	Between Groups	1	0.545	0.463
			Lt Col	4.00	1.38	Within Groups	70		
			Total	4.08	1.35	Total	71		
	Knowledge of multi-service platforms and joint readiness regulations	Importance	Col	4.46	0.88	Between Groups	1	0.373	0.543
			Lt Col	4.62	1.14	Within Groups	72		
			Total	4.57	1.06	Total	73		
		Preparedness	Col	3.21	1.47	Between Groups	1	0.014	0.907
			Lt Col	3.17	1.40	Within Groups	70		
			Total	3.18	1.42	Total	71		
	Knowledge of UTC assignment process	Importance	Col	4.83	0.70	Between Groups	1	0.094	0.760
			Lt Col	4.76	1.15	Within Groups	71		
			Total	4.78	1.02	Total	72		
		Preparedness	Col	3.88	1.48	Between Groups	1	0.120	0.730
			Lt Col	3.74	1.51	Within Groups	69		

		Total	3.79	1.49	Total	70		
Knowledge of protective measures (CNBC)	Importance	Col	5.75	1.15	Between Groups	1	0.936	0.337
		Lt Col	5.48	1.11	Within Groups	72		
		Total	5.57	1.12	Total	73		
	Preparedness	Col	4.67	1.24	Between Groups	1	0.041	0.840
		Lt Col	4.73	1.23	Within Groups	70		
		Total	4.71	1.23	Total	71		
Knowledge of deployment processessing requirements	Importance	Col	5.38	0.97	Between Groups	1	0.887	0.350
		Lt Col	5.10	1.25	Within Groups	71		
		Total	5.19	1.16	Total	72		
	Preparedness	Col	4.67	1.24	Between Groups	1	0.275	0.602
		Lt Col	4.51	1.16	Within Groups	69		
		Total	4.56	1.18	Total	70		
Ability to administer effective readiness training	Importance	Col	5.29	1.20	Between Groups	1	0.362	0.549
		Lt Col	5.46	1.09	Within Groups	72		
		Total	5.41	1.12	Total	73		
	Preparedness	Col	4.57	1.24	Between Groups	1	1.319	0.255
		Lt Col	4.21	1.22	Within Groups	69		
		Total	4.32	1.23	Total	70		
Knowledge of theater operational issues (command & control, host nation, cultural)	Importance	Col	4.88	1.26	Between Groups	1	0.174	0.678
		Lt Col	5.00	1.18	Within Groups	72		
		Total	4.96	1.20	Total	73		
	Preparedness	Col	3.67	1.31	Between Groups	1	0.339	0.562
		Lt Col	3.46	1.49	Within Groups	70		
		Total	3.53	1.42	Total	71		
Ability to forecast and sustain peacetime capabilities	Importance	Col	5.67	0.92	Between Groups	1	2.446	0.122
		Lt Col	5.26	1.10	Within Groups	72		
		Total	5.39	1.06	Total	73		
	Preparedness	Col	4.67	1.34	Between Groups	1	2.456	0.122
		Lt Col	4.17	1.24	Within Groups	70		
		Total	4.33	1.29	Total	71		

Knowledge of civilian agencies, capabilities, and planning procedures	Importance	Col	5.17	1.17	Between Groups	1	0.144	0.705
		Lt Col	5.06	1.11	Within Groups	72		
		Total	5.09	1.12	Total	73		
	Preparedness	Col	3.96	1.85	Between Groups	1	0.244	0.623
		Lt Col	3.77	1.32	Within Groups	70		
		Total	3.83	1.51	Total	71		
Ability to negotiate with civilian sources for resources and assistance	Importance	Col	5.21	0.98	Between Groups	1	0.002	0.966
		Lt Col	5.22	1.15	Within Groups	72		
		Total	5.22	1.09	Total	73		
	Preparedness	Col	3.63	1.84	Between Groups	1	0.685	0.411
		Lt Col	3.96	1.49	Within Groups	70		
		Total	3.85	1.61	Total	71		
Ability to develop, exercise, and deploy emergency response teams	Importance	Col	5.58	1.06	Between Groups	1	0.577	0.450
		Lt Col	5.38	1.09	Within Groups	72		
		Total	5.45	1.07	Total	73		
	Preparedness	Col	4.25	1.48	Between Groups	1	1.011	0.318
		Lt Col	3.88	1.50	Within Groups	70		
		Total	4.00	1.49	Total	71		
Knowledge of theory/philosophy of the Incident Command System (ICS)/NDMS/FEMA	Importance	Col	4.58	1.21	Between Groups	1	0.014	0.906
		Lt Col	4.62	1.26	Within Groups	72		
		Total	4.61	1.24	Total	73		
	Preparedness	Col	3.17	1.47	Between Groups	1	0.001	0.970
		Lt Col	3.19	1.36	Within Groups	69		
		Total	3.18	1.39	Total	70		
Knowledge of WMD (deployment, detection, treatment, & response)	Importance	Col	5.46	1.06	Between Groups	1	0.823	0.367
		Lt Col	5.22	1.06	Within Groups	72		
		Total	5.30	1.06	Total	73		
	Preparedness	Col	3.79	1.47	Between Groups	1	0.226	0.636
		Lt Col	3.96	1.37	Within Groups	70		
		Total	3.90	1.40	Total	71		

	Knowledge of homeland security issues	Importance	Col	5.33	1.09	Between Groups	1	0.278	0.600
			Lt Col	5.18	1.21	Within Groups	72		
			Total	5.23	1.17	Total	73		
		Preparedness	Col	3.54	1.72	Between Groups	1	0.060	0.806
			Lt Col	3.65	1.68	Within Groups	70		
			Total	3.61	1.68	Total	71		
Resource Management	Financial analysis/forecasting and accounting skills (balance sheet, statement of cash flow, financial ratios)	Importance	Col	5.17	1.13	Between Groups	1	0.973	0.327
			Lt Col	5.44	1.11	Within Groups	72		
			Total	5.35	1.12	Total	73		
		Preparedness	Col	4.04	1.46	Between Groups	1	2.676	0.106
			Lt Col	4.60	1.33	Within Groups	70		
			Total	4.42	1.39	Total	71		
	Knowledge of AF and AFMS financial planning	Importance	Col	5.46	0.72	Between Groups	1	0.261	0.611
			Lt Col	5.58	1.05	Within Groups	72		
			Total	5.54	0.95	Total	73		
		Preparedness	Col	4.29	1.20	Between Groups	1	0.015	0.901
			Lt Col	4.33	1.40	Within Groups	70		
			Total	4.32	1.33	Total	71		
	Knowledge of revised financing	Importance	Col	5.46	0.88	Between Groups	1	0.524	0.471
			Lt Col	5.26	1.19	Within Groups	72		
			Total	5.32	1.10	Total	73		
		Preparedness	Col	3.50	2.00	Between Groups	1	0.056	0.814
			Lt Col	3.60	1.38	Within Groups	69		
			Total	3.56	1.60	Total	70		
	Knowledge of financial trends in healthcare	Importance	Col	5.08	0.83	Between Groups	1	0.099	0.754
			Lt Col	5.00	1.16	Within Groups	72		
			Total	5.03	1.06	Total	73		
		Preparedness	Col	3.88	1.68	Between Groups	1	0.096	0.758
			Lt Col	4.00	1.58	Within Groups	70		
			Total	3.96	1.60	Total	71		
	Ability to determine optimal mix of care (direct/network)	Importance	Col	5.54	0.93	Between Groups	1	0.142	0.708
			Lt Col	5.44	1.18	Within Groups	70		

		Total	5.47	1.10	Total	71			
	Preparedness	Col	3.92	1.84	Between Groups	1	0.153	0.697	
		Lt Col	3.76	1.43	Within Groups	68			
		Total	3.81	1.57	Total	69			
Ability to accurately project return on investment (ROI)	Importance	Col	5.09	0.95	Between Groups	1	0.014	0.905	
		Lt Col	5.12	1.15	Within Groups	71			
		Total	5.11	1.09	Total	72			
	Preparedness	Col	3.87	1.84	Between Groups	1	0.073	0.788	
		Lt Col	3.98	1.48	Within Groups	69			
		Total	3.94	1.59	Total	70			
Basic budgeting skills (development, tracking, & execution)	Importance	Col	5.79	0.72	Between Groups	1	0.149	0.701	
		Lt Col	5.88	1.00	Within Groups	72			
		Total	5.85	0.92	Total	73			
	Preparedness	Col	4.67	1.13	Between Groups	1	0.201	0.655	
		Lt Col	4.81	1.38	Within Groups	70			
		Total	4.76	1.29	Total	71			
Knowledge of EEICs, PECs, MEPRS, EAS IV, and TPOCS	Importance	Col	5.21	0.78	Between Groups	1	0.768	0.384	
		Lt Col	5.42	1.05	Within Groups	72			
		Total	5.35	0.97	Total	73			
	Preparedness	Col	4.21	1.50	Between Groups	1	0.209	0.649	
		Lt Col	4.38	1.44	Within Groups	70			
		Total	4.32	1.45	Total	71			
Knowledge of the Program Objective Memorandum (POM) process	Importance	Col	4.83	0.76	Between Groups	1	1.083	0.302	
		Lt Col	5.12	1.24	Within Groups	72			
		Total	5.03	1.11	Total	73			
	Preparedness	Col	2.92	1.56	Between Groups	1	4.432	0.039	*
		Lt Col	3.69	1.42	Within Groups	70			
		Total	3.43	1.50	Total	71			
CA, ECA, CCA, and break-even analysis skills	Importance	Col	5.58	0.78	Between Groups	1	1.379	0.244	
		Lt Col	5.28	1.14	Within Groups	72			
		Total	5.38	1.04	Total	73			
	Preparedness	Col	3.42	1.67	Between Groups	1	1.682	0.199	

			Lt Col	3.94	1.58	Within Groups	70			
			Total	3.76	1.61	Total	71			
	Knowledge of statistics	Importance	Col	4.92	0.78	Between Groups	1	0.339	0.562	
			Lt Col	4.78	1.02	Within Groups	72			
			Total	4.82	0.94	Total	73			
		Preparedness	Col	3.33	1.61	Between Groups	1	6.429	0.013	*
			Lt Col	4.23	1.31	Within Groups	70			
			Total	3.93	1.47	Total	71			
	Cost analysis skills	Importance	Col	5.46	0.78	Between Groups	1	0.095	0.759	
			Lt Col	5.38	1.12	Within Groups	72			
			Total	5.41	1.02	Total	73			
		Preparedness	Col	3.75	1.59	Between Groups	1	1.672	0.200	
			Lt Col	4.25	1.52	Within Groups	70			
			Total	4.08	1.55	Total	71			
	Knowledge of fixed, variable, direct, indirect, and marginal costs and allocation	Importance	Col	5.29	0.69	Between Groups	1	0.806	0.372	
			Lt Col	5.06	1.17	Within Groups	72			
			Total	5.14	1.04	Total	73			
		Preparedness	Col	3.08	1.67	Between Groups	1	8.949	0.004	*
			Lt Col	4.23	1.46	Within Groups	70			
			Total	3.85	1.62	Total	71			
	Knowledge of reimbursement methodologies	Importance	Col	5.29	0.75	Between Groups	1	0.610	0.437	
			Lt Col	5.10	1.07	Within Groups	71			
			Total	5.16	0.97	Total	72			
		Preparedness	Col	3.67	1.69	Between Groups	1	0.208	0.650	
			Lt Col	3.85	1.57	Within Groups	69			
			Total	3.79	1.60	Total	70			
	Knowledge of coding practices/billing procedures	Importance	Col	5.29	0.81	Between Groups	1	0.309	0.580	
			Lt Col	5.14	1.21	Within Groups	72			
			Total	5.19	1.09	Total	73			
		Preparedness	Col	3.00	1.47	Between Groups	1	1.325	0.254	
			Lt Col	3.44	1.54	Within Groups	70			
			Total	3.29	1.52	Total	71			
Technology & Information	Knowledge of decision support systems	Importance	Col	5.29	0.69	Between Groups	1	1.540	0.219	

		Lt Col	5.02	0.96	Within Groups	72		
		Total	5.11	0.88	Total	73		
	Preparedness	Col	3.38	1.47	Between Groups	1	3.864	0.053
		Lt Col	4.10	1.49	Within Groups	70		
		Total	3.86	1.51	Total	71		
Ability to use systems and software effectively	Importance	Col	5.79	0.72	Between Groups	1	0.125	0.725
		Lt Col	5.72	0.86	Within Groups	72		
		Total	5.74	0.81	Total	73		
	Preparedness	Col	5.13	1.03	Between Groups	1	0.017	0.897
		Lt Col	5.08	1.40	Within Groups	70		
		Total	5.10	1.28	Total	71		
Ability to leverage existing technology to benefit AFMS	Importance	Col	5.71	0.69	Between Groups	1	2.257	0.137
		Lt Col	5.34	1.10	Within Groups	72		
		Total	5.46	1.00	Total	73		
	Preparedness	Col	4.42	1.21	Between Groups	1	0.067	0.797
		Lt Col	4.33	1.33	Within Groups	70		
		Total	4.36	1.28	Total	71		
Knowledge/data management, data integration, and information development skills	Importance	Col	5.58	0.93	Between Groups	1	0.285	0.595
		Lt Col	5.44	1.15	Within Groups	72		
		Total	5.49	1.08	Total	73		
	Preparedness	Col	4.00	1.50	Between Groups	1	1.394	0.242
		Lt Col	4.44	1.47	Within Groups	70		
		Total	4.29	1.49	Total	71		
Knowledge of industry standards	Importance	Col	4.83	0.92	Between Groups	1	0.528	0.470
		Lt Col	4.65	1.03	Within Groups	71		
		Total	4.71	0.99	Total	72		
	Preparedness	Col	3.88	1.68	Between Groups	1	0.102	0.751
		Lt Col	4.00	1.50	Within Groups	69		
		Total	3.96	1.55	Total	70		
Ability to access accurately IM/IT needs	Importance	Col	5.29	0.75	Between Groups	1	0.052	0.820
		Lt Col	5.24	0.98	Within Groups	72		
		Total	5.26	0.91	Total	73		

		Preparedness	Col	4.08	1.61	Between Groups	1	0.780	0.380	
			Lt Col	4.42	1.46	Within Groups	70			
			Total	4.31	1.51	Total	71			
	Knowledge of USAF/DoD technology acquisition process	Importance	Col	4.38	1.17	Between Groups	1	0.015	0.903	
			Lt Col	4.34	1.14	Within Groups	72			
			Total	4.35	1.14	Total	73			
		Preparedness	Col	3.79	1.84	Between Groups	1	0.327	0.569	
			Lt Col	3.56	1.47	Within Groups	70			
			Total	3.64	1.59	Total	71			
	Data analysis skills	Importance	Col	6.04	0.81	Between Groups	1	1.409	0.239	
			Lt Col	5.78	0.94	Within Groups	71			
			Total	5.86	0.90	Total	72			
		Preparedness	Col	4.08	1.72	Between Groups	1	3.269	0.075	
			Lt Col	4.77	1.39	Within Groups	69			
			Total	4.54	1.53	Total	70			
	Excel, Access, and Business Objects skills	Importance	Col	5.17	0.82	Between Groups	1	0.134	0.716	
			Lt Col	5.24	0.88	Within Groups	71			
			Total	5.22	0.85	Total	72			
		Preparedness	Col	4.33	1.43	Between Groups	1	0.266	0.607	
			Lt Col	4.55	1.82	Within Groups	69			
			Total	4.48	1.69	Total	70			
	Knowledge of data mining and extraction tools (CHCS, M2, MCFAS, etc	Importance	Col	5.50	0.78	Between Groups	1	1.784	0.186	
			Lt Col	5.19	1.00	Within Groups	70			
			Total	5.29	0.94	Total	71			
		Preparedness	Col	3.46	1.67	Between Groups	1	0.532	0.468	
			Lt Col	3.78	1.81	Within Groups	68			
			Total	3.67	1.76	Total	69			
	Ability to create relative information from data	Importance	Col	5.83	0.82	Between Groups	1	0.006	0.938	
			Lt Col	5.82	0.91	Within Groups	71			
			Total	5.82	0.87	Total	72			
		Preparedness	Col	3.46	1.79	Between Groups	1	4.867	0.031	*
			Lt Col	4.47	1.84	Within Groups	69			
			Total	4.13	1.87	Total	70			
	Metric development skills	Importance	Col	5.38	0.77	Between Groups	1	0.805	0.373	

		Lt Col	5.19	0.87	Within Groups	70			
		Total	5.25	0.83	Total	71			
	Preparedness	Col	3.96	1.65	Between Groups	1	0.505	0.480	
		Lt Col	4.24	1.52	Within Groups	68			
		Total	4.14	1.56	Total	69			
Knowledge of P2R2	Importance	Col	5.13	0.95	Between Groups	1	1.002	0.320	
		Lt Col	4.88	1.01	Within Groups	71			
		Total	4.96	0.99	Total	72			
	Preparedness	Col	4.17	1.27	Between Groups	1	0.237	0.628	
		Lt Col	4.32	1.24	Within Groups	69			
		Total	4.27	1.24	Total	70			
Knowledge of systems architecture	Importance	Col	4.33	0.82	Between Groups	1	1.271	0.263	
		Lt Col	4.08	0.93	Within Groups	71			
		Total	4.16	0.90	Total	72			
	Preparedness	Col	3.71	1.37	Between Groups	1	0.005	0.941	
		Lt Col	3.68	1.53	Within Groups	69			
		Total	3.69	1.47	Total	70			
Web-page development skills	Importance	Col	4.13	0.81	Between Groups	1	2.081	0.154	
		Lt Col	3.82	0.88	Within Groups	70			
		Total	3.92	0.87	Total	71			
	Preparedness	Col	3.61	1.44	Between Groups	1	0.507	0.479	
		Lt Col	3.35	1.43	Within Groups	67			
		Total	3.43	1.43	Total	68			
Knowledge of interconnectivity and interactivity of systems (interface)	Importance	Col	4.71	1.08	Between Groups	1	4.346	0.041	*
		Lt Col	4.20	0.91	Within Groups	71			
		Total	4.37	0.99	Total	72			
	Preparedness	Col	3.54	1.69	Between Groups	1	0.050	0.824	
		Lt Col	3.46	1.41	Within Groups	68			
		Total	3.49	1.50	Total	69			
Network managment skills	Importance	Col	4.54	1.22	Between Groups	1	2.245	0.138	
		Lt Col	4.10	1.16	Within Groups	71			
		Total	4.25	1.19	Total	72			
	Preparedness	Col	3.42	1.84	Between Groups	1	0.010	0.921	
		Lt Col	3.46	1.44	Within Groups	68			
		Total	3.44	1.58	Total	69			

	Knowledge of HIPAA/USAF Requirements for security and confidentiality	Importance	Col	5.88	0.74	Between Groups	1	1.158	0.286
			Lt Col	5.63	0.97	Within Groups	71		
			Total	5.71	0.90	Total	72		
		Preparedness	Col	3.75	2.01	Between Groups	1	2.498	0.119
			Lt Col	4.40	1.44	Within Groups	69		
			Total	4.18	1.67	Total	70		
	Knowledge of computer and asset security	Importance	Col	5.63	0.82	Between Groups	1	0.236	0.629
			Lt Col	5.51	1.00	Within Groups	71		
			Total	5.55	0.94	Total	72		
		Preparedness	Col	4.67	1.34	Between Groups	1	2.363	0.129
			Lt Col	5.13	1.12	Within Groups	69		
			Total	4.97	1.21	Total	70		
Business Management	Time management, organizational, and planning skills	Importance	Col	6.42	0.78	Between Groups	1	1.299	0.258
			Lt Col	6.20	0.74	Within Groups	71		
			Total	6.27	0.75	Total	72		
		Preparedness	Col	4.75	1.26	Between Groups	1	0.317	0.576
			Lt Col	4.91	1.12	Within Groups	69		
			Total	4.86	1.16	Total	70		
	Critical decision making skills	Importance	Col	6.21	0.83	Between Groups	1	0.085	0.771
			Lt Col	6.27	0.76	Within Groups	71		
			Total	6.25	0.78	Total	72		
		Preparedness	Col	4.58	1.14	Between Groups	1	0.001	0.978
			Lt Col	4.57	1.35	Within Groups	69		
			Total	4.58	1.27	Total	70		
	Ability to develop business plans	Importance	Col	5.63	0.77	Between Groups	1	0.948	0.334
			Lt Col	5.42	0.90	Within Groups	70		
			Total	5.49	0.86	Total	71		
		Preparedness	Col	4.08	1.89	Between Groups	1	0.004	0.951
			Lt Col	4.11	1.48	Within Groups	68		
			Total	4.10	1.62	Total	69		
	Ability to multi-task	Importance	Col	6.25	0.85	Between Groups	1	0.960	0.331
			Lt Col	6.00	1.10	Within Groups	71		
			Total	6.08	1.02	Total	72		
		Preparedness	Col	4.75	1.11	Between Groups	1	0.399	0.530

			Lt Col	4.94	1.21	Within Groups	69		
			Total	4.87	1.17	Total	70		
	Ability to conduct effective/productive meetings	Importance	Col	5.96	0.95	Between Groups	1	0.945	0.334	
			Lt Col	5.73	0.91	Within Groups	71		
			Total	5.81	0.92	Total	72		
		Preparedness	Col	4.17	1.63	Between Groups	1	0.894	0.348
			Lt Col	4.51	1.35	Within Groups	69		
			Total	4.39	1.45	Total	70		
	Stakeholder analysis skills	Importance	Col	5.43	0.73	Between Groups	1	6.816	0.011	*
			Lt Col	4.80	1.06	Within Groups	70		
			Total	5.00	1.01	Total	71		
		Preparedness	Col	4.04	1.33	Between Groups	1	0.046	0.831
			Lt Col	3.98	1.11	Within Groups	68		
			Total	4.00	1.18	Total	69		
	Ability to identify and articulate project/program goals, set milestones, and prioritize tasks	Importance	Col	6.29	0.62	Between Groups	1	3.739	0.057
			Lt Col	5.92	0.84	Within Groups	71		
			Total	6.04	0.79	Total	72		
		Preparedness	Col	3.96	1.85	Between Groups	1	4.037	0.048	*
			Lt Col	4.74	1.39	Within Groups	69		
			Total	4.48	1.59	Total	70		
	Knowledge of lifecycle management	Importance	Col	4.75	0.90	Between Groups	1	0.061	0.805
			Lt Col	4.69	0.92	Within Groups	71		
			Total	4.71	0.90	Total	72		
		Preparedness	Col	3.63	1.53	Between Groups	1	3.010	0.087
			Lt Col	4.17	1.09	Within Groups	69		
			Total	3.99	1.27	Total	70		
	Data synthesis skills	Importance	Col	5.38	0.82	Between Groups	1	2.879	0.094
			Lt Col	4.96	1.05	Within Groups	70		
			Total	5.10	1.00	Total	71		
		Preparedness	Col	3.46	2.02	Between Groups	1	2.185	0.144
			Lt Col	4.07	1.39	Within Groups	68		
			Total	3.86	1.64	Total	69		
	Analytical thinking skills	Importance	Col	6.04	0.69	Between Groups	1	0.876	0.352

			Lt Col	5.85	0.85	Within Groups	70			
			Total	5.92	0.80	Total	71			
		Preparedness	Col	4.38	1.35	Between Groups	1	0.606	0.439	
			Lt Col	4.65	1.45	Within Groups	68			
			Total	4.56	1.41	Total	69			
	Situational awareness skills	Importance	Col	6.08	0.88	Between Groups	1	0.150	0.700	
			Lt Col	6.00	0.85	Within Groups	70			
			Total	6.03	0.86	Total	71			
		Preparedness	Col	4.71	1.08	Between Groups	1	0.999	0.321	
			Lt Col	4.39	1.34	Within Groups	68			
			Total	4.50	1.26	Total	69			
	Customer specific interpersonal communication skills	Importance	Col	6.13	0.80	Between Groups	1	1.462	0.231	
			Lt Col	5.88	0.84	Within Groups	70			
			Total	5.96	0.83	Total	71			
		Preparedness	Col	4.88	1.51	Between Groups	1	1.331	0.253	
			Lt Col	5.22	0.96	Within Groups	68			
			Total	5.10	1.18	Total	69			
	Ability to promote positive customer service attitudes in subordinates	Importance	Col	6.08	0.72	Between Groups	1	0.090	0.766	
			Lt Col	6.02	0.89	Within Groups	70			
			Total	6.04	0.83	Total	71			
		Preparedness	Col	5.00	1.41	Between Groups	1	0.016	0.901	
			Lt Col	4.96	1.37	Within Groups	68			
			Total	4.97	1.37	Total	69			
	Knowledge of customer service theories	Importance	Col	5.46	0.78	Between Groups	1	7.652	0.007	*
			Lt Col	4.83	0.96	Within Groups	69			
			Total	5.04	0.95	Total	70			
		Preparedness	Col	4.21	1.77	Between Groups	1	0.924	0.340	
			Lt Col	4.58	1.37	Within Groups	67			
			Total	4.45	1.52	Total	68			
	Ability to provide feedback to promote continuous improvement	Importance	Col	5.75	0.68	Between Groups	1	2.584	0.112	
			Lt Col	5.42	0.90	Within Groups	70			
			Total	5.53	0.84	Total	71			
		Preparedness	Col	4.38	1.47	Between Groups	1	0.176	0.676	

			Lt Col	4.52	1.35	Within Groups	68			
			Total	4.47	1.38	Total	69			
	Knowledge of clinical quality indicators, quality principles, peer group analysis, and continuous improvement cycle	Importance	Col	5.38	0.88	Between Groups	1	5.275	0.025	*
			Lt Col	4.83	0.97	Within Groups	70			
			Total	5.01	0.97	Total	71			
		Preparedness	Col	3.63	1.64	Between Groups	1	4.063	0.048	*
			Lt Col	4.33	1.23	Within Groups	68			
			Total	4.09	1.41	Total	69			
	Ability to demonstrate product differentiation	Importance	Col	5.38	0.88	Between Groups	1	5.275	0.025	*
			Lt Col	4.83	0.97	Within Groups	70			
			Total	5.01	0.97	Total	71			
		Preparedness	Col	3.63	1.64	Between Groups	1	4.063	0.048	*
			Lt Col	4.33	1.23	Within Groups	68			
			Total	4.09	1.41	Total	69			
	Marketing strategy and promotion skills	Importance	Col	5.38	0.65	Between Groups	1	2.642	0.109	
			Lt Col	5.00	1.03	Within Groups	70			
			Total	5.13	0.93	Total	71			
		Preparedness	Col	3.50	1.74	Between Groups	1	4.296	0.042	*
			Lt Col	4.24	1.21	Within Groups	68			
			Total	3.99	1.45	Total	69			
Health Plan Management	Knowledge of TRICARE initiatives (T-NEX, TRICARE Online)	Importance	Col	5.71	0.86	Between Groups	1	0.824	0.367	
			Lt Col	5.50	0.95	Within Groups	70			
			Total	5.57	0.92	Total	71			
		Preparedness	Col	4.08	1.59	Between Groups	1	0.252	0.617	
			Lt Col	4.28	1.57	Within Groups	68			
			Total	4.21	1.57	Total	69			
	Knowledge of TRICARE terminology	Importance	Col	5.46	0.98	Between Groups	1	0.231	0.632	
			Lt Col	5.58	1.07	Within Groups	70			
			Total	5.54	1.03	Total	71			
		Preparedness	Col	4.71	1.27	Between Groups	1	0.084	0.773	
			Lt Col	4.80	1.34	Within Groups	68			
			Total	4.77	1.31	Total	69			

	Knowledge of Bid Price Adjustment/Resource Sharing Agreements	Importance	Col	5.42	0.97	Between Groups	1	1.314	0.256	
			Lt Col	5.11	1.13	Within Groups	69			
			Total	5.21	1.08	Total	70			
		Preparedness	Col	4.04	1.68	Between Groups	1	0.028	0.868	
			Lt Col	3.98	1.42	Within Groups	66			
			Total	4.00	1.51	Total	67			
	Knowledge of managed care principles and theories	Importance	Col	5.42	0.78	Between Groups	1	0.031	0.862	
			Lt Col	5.46	1.03	Within Groups	70			
			Total	5.44	0.95	Total	71			
		Preparedness	Col	4.75	0.85	Between Groups	1	0.747	0.390	
			Lt Col	4.48	1.41	Within Groups	68			
			Total	4.57	1.25	Total	69			
	Knowledge of integrated delivery systems and various insurance plans (PPO, HMO)	Importance	Col	4.65	1.03	Between Groups	1	0.246	0.622	
			Lt Col	4.78	1.03	Within Groups	67			
			Total	4.74	1.02	Total	68			
		Preparedness	Col	4.26	1.25	Between Groups	1	0.166	0.685	
			Lt Col	4.39	1.17	Within Groups	65			
			Total	4.34	1.19	Total	66			
	Knowledge of health needs assessment	Importance	Col	4.96	0.69	Between Groups	1	0.214	0.645	
			Lt Col	4.85	1.02	Within Groups	69			
			Total	4.89	0.92	Total	70			
		Preparedness	Col	4.08	1.06	Between Groups	1	0.034	0.854	
			Lt Col	4.13	1.08	Within Groups	67			
			Total	4.12	1.06	Total	68			
	Ability to incorporate prevention into general practices	Importance	Col	5.08	1.25	Between Groups	1	2.102	0.152	
			Lt Col	4.67	1.10	Within Groups	70			
			Total	4.81	1.16	Total	71			
		Preparedness	Col	4.22	1.24	Between Groups	1	0.021	0.886	
			Lt Col	4.17	1.16	Within Groups	67			
			Total	4.19	1.18	Total	68			
	Demand, disease, and utilization management skills	Importance	Col	5.14	1.13	Between Groups	1	4.110	0.047	*

			Lt Col	4.52	1.20	Within Groups	68		
			Total	4.71	1.21	Total	69		
		Preparedness	Col	3.36	1.36	Between Groups	1	1.671	0.201
			Lt Col	3.83	1.39	Within Groups	66		
			Total	3.68	1.39	Total	67		
	Thorough knowledge of the TRICARE/CHAMPUS benefit package	Importance	Col	5.50	0.83	Between Groups	1	0.103	0.749
			Lt Col	5.42	1.13	Within Groups	70		
			Total	5.44	1.03	Total	71		
		Preparedness	Col	4.38	1.47	Between Groups	1	0.012	0.915
			Lt Col	4.41	1.38	Within Groups	68		
			Total	4.40	1.40	Total	69		
	Understand major regional TRICARE/MCSC rules	Importance	Col	5.08	0.83	Between Groups	1	0.395	0.532
			Lt Col	5.25	1.16	Within Groups	70		
			Total	5.19	1.06	Total	71		
		Preparedness	Col	3.96	1.37	Between Groups	1	1.202	0.277
			Lt Col	4.31	1.22	Within Groups	67		
			Total	4.19	1.28	Total	68		
	Ability to coordinate benefits and special programs (PRK, contact lens) for beneficiaries	Importance	Col	5.00	0.83	Between Groups	1	2.076	0.154
			Lt Col	4.58	1.29	Within Groups	70		
			Total	4.72	1.17	Total	71		
		Preparedness	Col	3.92	1.35	Between Groups	1	0.028	0.868
			Lt Col	3.98	1.50	Within Groups	67		
			Total	3.96	1.44	Total	68		
Human Resource Management	Manpower analysis skills	Importance	Col	5.63	0.82	Between Groups	1	0.009	0.927
			Lt Col	5.60	0.94	Within Groups	70		
			Total	5.61	0.90	Total	71		
		Preparedness	Col	4.29	1.90	Between Groups	1	0.192	0.663
			Lt Col	4.11	1.52	Within Groups	68		
			Total	4.17	1.65	Total	69		
	Thorough knowledge of UMD and UMPR	Importance	Col	5.42	0.97	Between Groups	1	0.292	0.591
			Lt Col	5.56	1.13	Within Groups	70		
			Total	5.51	1.07	Total	71		

		Preparedness	Col	4.25	1.57	Between Groups	1	0.008	0.930	
			Lt Col	4.22	1.43	Within Groups	68			
			Total	4.23	1.47	Total	69			
	Thorough understanding of the MAPGG and its effects upon the MTF	Importance	Col	5.96	0.75	Between Groups	1	0.008	0.931	
			Lt Col	5.94	1.04	Within Groups	70			
			Total	5.94	0.95	Total	71			
		Preparedness	Col	4.25	1.73	Between Groups	1	0.286	0.595	
			Lt Col	4.02	1.68	Within Groups	68			
			Total	4.10	1.69	Total	69			
	Knowledge of MSC accession mechanisms	Importance	Col	4.42	0.78	Between Groups	1	0.642	0.426	
			Lt Col	4.60	1.01	Within Groups	70			
			Total	4.54	0.93	Total	71			
		Preparedness	Col	4.50	0.83	Between Groups	1	0.195	0.660	
			Lt Col	4.61	1.04	Within Groups	68			
			Total	4.57	0.97	Total	69			
	Ability to develop training programs that enhance technical skills and leadership acumen	Importance	Col	5.26	0.86	Between Groups	1	1.715	0.195	
			Lt Col	4.92	1.11	Within Groups	69			
			Total	5.03	1.04	Total	70			
		Preparedness	Col	3.87	1.32	Between Groups	1	0.817	0.369	
			Lt Col	4.16	1.19	Within Groups	66			
			Total	4.06	1.23	Total	67			
	Ability to promote and attain higher education/PME	Importance	Col	5.50	0.88	Between Groups	1	0.186	0.668	
			Lt Col	5.60	1.01	Within Groups	70			
			Total	5.57	0.96	Total	71			
		Preparedness	Col	5.21	0.98	Between Groups	1	0.037	0.848	
			Lt Col	5.15	1.25	Within Groups	68			
			Total	5.17	1.15	Total	69			
	Ability to maintain personal competency currency with civilian counterparts	Importance	Col	5.25	0.90	Between Groups	1	0.168	0.683	
			Lt Col	5.15	1.07	Within Groups	70			
			Total	5.18	1.01	Total	71			
		Preparedness	Col	5.08	0.97	Between Groups	1	0.736	0.394	

			Lt Col	4.83	1.29	Within Groups	68		
			Total	4.91	1.19	Total	69		
	Core competency skills (RMO, logistics, systems,	Importance	Col	6.17	0.64	Between Groups	1	0.271	0.604
			Lt Col	6.27	0.87	Within Groups	70		
			Total	6.24	0.80	Total	71		
		Preparedness	Col	4.67	1.24	Between Groups	1	0.837	0.364
			Lt Col	4.93	1.12	Within Groups	68		
			Total	4.84	1.16	Total	69		
	Knowledge of the military benefit package	Importance	Col	4.79	1.06	Between Groups	1	0.007	0.935
			Lt Col	4.81	1.00	Within Groups	70		
			Total	4.81	1.02	Total	71		
		Preparedness	Col	4.79	1.10	Between Groups	1	0.065	0.800
			Lt Col	4.72	1.19	Within Groups	68		
			Total	4.74	1.15	Total	69		
	Knowledge of civilian personnel issues (hiring, labor relations, etc	Importance	Col	5.21	0.83	Between Groups	1	0.326	0.570
			Lt Col	5.08	0.90	Within Groups	70		
			Total	5.13	0.87	Total	71		
		Preparedness	Col	3.00	1.69	Between Groups	1	4.881	0.031 *
			Lt Col	3.85	1.43	Within Groups	68		
			Total	3.56	1.57	Total	69		
	Ability to integrate "hired" (civilian, contract) and blue suit workforce rapidly and successfully	Importance	Col	5.42	0.88	Between Groups	1	0.000	1.000
			Lt Col	5.42	0.99	Within Groups	70		
			Total	5.42	0.95	Total	71		
		Preparedness	Col	4.25	1.57	Between Groups	1	0.499	0.482
			Lt Col	4.48	1.11	Within Groups	68		
			Total	4.40	1.28	Total	69		
	Knowledge of personality types	Importance	Col	4.58	1.06	Between Groups	1	0.610	0.438
			Lt Col	4.79	1.07	Within Groups	70		
			Total	4.72	1.06	Total	71		
		Preparedness	Col	4.13	1.78	Between Groups	1	0.148	0.701
			Lt Col	4.26	1.16	Within Groups	68		
			Total	4.21	1.39	Total	69		

	Ability to effectively supervise	Importance	Col	6.43	0.73	Between Groups	1	0.201	0.655
			Lt Col	6.35	0.70	Within Groups	69		
			Total	6.38	0.70	Total	70		
		Preparedness	Col	4.65	1.23	Between Groups	1	0.237	0.628
			Lt Col	4.80	1.22	Within Groups	67		
			Total	4.75	1.22	Total	68		
	Knowledge of AF Assignment Management System	Importance	Col	5.17	0.82	Between Groups	1	0.295	0.589
			Lt Col	5.29	0.97	Within Groups	70		
			Total	5.25	0.92	Total	71		
		Preparedness	Col	5.08	1.10	Between Groups	1	0.671	0.416
			Lt Col	4.87	1.00	Within Groups	68		
			Total	4.94	1.03	Total	69		
	Knowledge of enlisted issues and promotion system	Importance	Col	5.71	0.75	Between Groups	1	0.457	0.502
			Lt Col	5.85	0.88	Within Groups	69		
			Total	5.80	0.84	Total	70		
		Preparedness	Col	4.29	1.33	Between Groups	1	0.000	0.994
			Lt Col	4.29	1.55	Within Groups	67		
			Total	4.29	1.47	Total	68		
Contracting	Knowledge of COTR responsibilities	Importance	Col	4.92	0.78	Between Groups	1	0.162	0.689
			Lt Col	4.81	1.14	Within Groups	70		
			Total	4.85	1.03	Total	71		
		Preparedness	Col	3.63	1.58	Between Groups	1	0.483	0.489
			Lt Col	3.87	1.29	Within Groups	68		
			Total	3.79	1.39	Total	69		
	Knowledge of basic contract law	Importance	Col	4.46	0.66	Between Groups	1	0.000	1.000
			Lt Col	4.46	0.97	Within Groups	70		
			Total	4.46	0.87	Total	71		
		Preparedness	Col	3.50	1.53	Between Groups	1	0.015	0.904
			Lt Col	3.54	1.36	Within Groups	68		
			Total	3.53	1.41	Total	69		
	Knowledge of outsourcing vehicles	Importance	Col	4.92	0.65	Between Groups	1	0.182	0.671
			Lt Col	5.02	1.10	Within Groups	70		
			Total	4.99	0.97	Total	71		
		Preparedness	Col	3.83	1.43	Between Groups	1	0.021	0.884

		Lt Col	3.78	1.35	Within Groups	68		
		Total	3.80	1.37	Total	69		
Ability to read and interpret contracts	Importance	Col	5.04	0.95	Between Groups	1	0.027	0.871
		Lt Col	5.00	1.05	Within Groups	70		
		Total	5.01	1.01	Total	71		
	Preparedness	Col	3.54	1.59	Between Groups	1	0.187	0.666
		Lt Col	3.70	1.31	Within Groups	68		
		Total	3.64	1.40	Total	69		
Knowledge of the Federal Acquisition Regulation (FAR)	Importance	Col	4.52	0.79	Between Groups	1	0.013	0.910
		Lt Col	4.55	1.21	Within Groups	68		
		Total	4.54	1.09	Total	69		
	Preparedness	Col	2.70	1.69	Between Groups	1	3.785	0.056
		Lt Col	3.40	1.25	Within Groups	66		
		Total	3.16	1.44	Total	67		
Ability to accurately project positive gain (financial/production) from contract	Importance	Col	5.13	0.90	Between Groups	1	0.056	0.813
		Lt Col	5.06	1.12	Within Groups	70		
		Total	5.08	1.04	Total	71		
	Preparedness	Col	3.13	1.78	Between Groups	1	3.058	0.085
		Lt Col	3.80	1.41	Within Groups	68		
		Total	3.57	1.57	Total	69		
Effective contract negotiation skills	Importance	Col	5.29	1.16	Between Groups	1	2.303	0.134
		Lt Col	4.89	0.98	Within Groups	69		
		Total	5.03	1.06	Total	70		
	Preparedness	Col	3.08	1.64	Between Groups	1	0.359	0.551
		Lt Col	3.31	1.43	Within Groups	67		
		Total	3.23	1.50	Total	68		
Ability to correctly identify need for contract	Importance	Col	5.39	0.72	Between Groups	1	0.032	0.859
		Lt Col	5.35	0.86	Within Groups	69		
		Total	5.37	0.81	Total	70		
	Preparedness	Col	4.09	1.20	Between Groups	1	0.357	0.552
		Lt Col	3.89	1.32	Within Groups	67		
		Total	3.96	1.28	Total	68		
Ability to develop Statement of Work (SOW) and technical criteria for contracts	Importance	Col	5.05	0.95	Between Groups	1	0.407	0.526

			Lt Col	5.21	1.01	Within Groups	68		
			Total	5.16	0.99	Total	69		
		Preparedness	Col	3.59	1.62	Between Groups	1	0.180	0.673
			Lt Col	3.76	1.51	Within Groups	66		
			Total	3.71	1.54	Total	67		
	Request for Bid (RFB) and evaluation skills	Importance	Col	4.71	0.86	Between Groups	1	0.000	1.000
			Lt Col	4.71	1.24	Within Groups	70		
			Total	4.71	1.12	Total	71		
		Preparedness	Col	3.21	1.50	Between Groups	1	1.722	0.194
			Lt Col	3.67	1.31	Within Groups	67		
			Total	3.51	1.39	Total	68		
	Knowledge of various contracting types (fixed price, cost plus, etc	Importance	Col	4.79	0.72	Between Groups	1	0.450	0.505
			Lt Col	4.63	1.10	Within Groups	70		
			Total	4.68	0.99	Total	71		
		Preparedness	Col	2.92	1.59	Between Groups	1	2.660	0.108
			Lt Col	3.49	1.27	Within Groups	67		
			Total	3.29	1.40	Total	68		
Strategic Management	Knowledge of strategic planning tools (SWOT, TOWS, SPACE, Value Chain)	Importance	Col	5.08	0.78	Between Groups	1	0.704	0.404
			Lt Col	4.88	1.08	Within Groups	70		
			Total	4.94	0.99	Total	71		
		Preparedness	Col	3.46	1.25	Between Groups	1	1.266	0.264
			Lt Col	3.83	1.32	Within Groups	68		
			Total	3.70	1.30	Total	69		
	Ability to articulate vision, mission, and strategic plan	Importance	Col	5.75	0.61	Between Groups	1	0.000	1.000
			Lt Col	5.75	1.08	Within Groups	70		
			Total	5.75	0.95	Total	71		
		Preparedness	Col	4.29	0.91	Between Groups	1	0.546	0.463
			Lt Col	4.48	1.05	Within Groups	68		
			Total	4.41	1.00	Total	69		
	Strategic thinking, forecasting, and "big picture" skills	Importance	Col	6.04	0.86	Between Groups	1	1.445	0.233
			Lt Col	5.75	1.02	Within Groups	70		
			Total	5.85	0.97	Total	71		

			Col	4.46	1.28	Between Groups	1	0.042	0.839	
		Preparedness	Col	4.46	1.28	Between Groups	1	0.042	0.839	
			Lt Col	4.52	1.21	Within Groups	68			
			Total	4.50	1.22	Total	69			
	Ability to differentiate between long term and short term planning	Importance	Col	5.67	0.82	Between Groups	1	0.147	0.703	
			Lt Col	5.58	0.90	Within Groups	70			
			Total	5.61	0.86	Total	71			
		Preparedness	Col	4.25	1.19	Between Groups	1	1.016	0.317	
			Lt Col	4.50	0.86	Within Groups	68			
			Total	4.41	0.99	Total	69			
	Understand the line mission and role	Importance	Col	6.17	0.94	Between Groups	1	0.184	0.670	
			Lt Col	6.07	1.02	Within Groups	67			
			Total	6.10	0.99	Total	68			
		Preparedness	Col	4.52	1.50	Between Groups	1	0.195	0.661	
			Lt Col	4.68	1.36	Within Groups	65			
			Total	4.63	1.40	Total	66			
	Understand and incorporate AF vision, mission, and values	Importance	Col	5.87	1.06	Between Groups	1	0.171	0.681	
			Lt Col	5.98	1.04	Within Groups	69			
			Total	5.94	1.04	Total	70			
		Preparedness	Col	5.22	1.09	Between Groups	1	0.059	0.809	
			Lt Col	5.15	1.03	Within Groups	67			
			Total	5.17	1.04	Total	68			
	Knowledge of AF doctrine	Importance	Col	5.46	0.93	Between Groups	1	0.590	0.445	
			Lt Col	5.28	0.95	Within Groups	69			
			Total	5.34	0.94	Total	70			
		Preparedness	Col	3.46	1.67	Between Groups	1	1.057	0.308	
			Lt Col	3.84	1.38	Within Groups	67			
			Total	3.71	1.49	Total	68			
	Systems thinking skills	Importance	Col	5.65	0.93	Between Groups	1	2.061	0.156	
			Lt Col	5.25	1.18	Within Groups	69			
			Total	5.38	1.11	Total	70			
		Preparedness	Col	3.61	1.44	Between Groups	1	1.426	0.237	
			Lt Col	4.02	1.31	Within Groups	66			
			Total	3.88	1.36	Total	67			

	Knowledge of organizational theo, governance, culture, and structure	Importance	Col	5.25	0.94	Between Groups	1	0.870	0.354
			Lt Col	5.00	1.13	Within Groups	70		
			Total	5.08	1.07	Total	71		
		Preparedness	Col	3.79	1.18	Between Groups	1	2.859	0.096
			Lt Col	4.27	1.07	Within Groups	67		
			Total	4.10	1.13	Total	68		
	Knowledge of military organizational concepts	Importance	Col	5.58	0.88	Between Groups	1	2.395	0.126
			Lt Col	5.21	1.01	Within Groups	70		
			Total	5.33	0.98	Total	71		
		Preparedness	Col	4.21	1.10	Between Groups	1	0.227	0.635
			Lt Col	4.07	1.24	Within Groups	68		
			Total	4.11	1.19	Total	69		
	Ability to envison the AFMS of the future	Importance	Col	5.13	1.15	Between Groups	1	0.047	0.830
			Lt Col	5.19	1.16	Within Groups	70		
			Total	5.17	1.15	Total	71		
		Preparedness	Col	3.88	1.33	Between Groups	1	0.081	0.776
			Lt Col	3.78	1.26	Within Groups	68		
			Total	3.81	1.28	Total	69		
Clinical Practice Management	Template, appointment, and referral management skills	Importance	Col	5.25	0.99	Between Groups	1	0.007	0.935
			Lt Col	5.23	1.04	Within Groups	70		
			Total	5.24	1.01	Total	71		
		Preparedness	Col	4.04	1.30	Between Groups	1	0.075	0.786
			Lt Col	4.13	1.34	Within Groups	67		
			Total	4.10	1.32	Total	68		
	Knowledge of JCAHO/HSI standards	Importance	Col	5.96	0.81	Between Groups	1	0.041	0.839
			Lt Col	6.00	0.83	Within Groups	70		
			Total	5.99	0.81	Total	71		
		Preparedness	Col	4.33	1.24	Between Groups	1	0.211	0.648
			Lt Col	4.48	1.26	Within Groups	68		
			Total	4.43	1.25	Total	69		
	Ability to integrate medical/business decisions	Importance	Col	5.63	0.82	Between Groups	1	0.000	1.000
			Lt Col	5.63	0.94	Within Groups	70		
			Total	5.63	0.90	Total	71		

		Preparedness	Col	3.92	1.41	Between Groups	1	2.327	0.132	
			Lt Col	4.37	1.04	Within Groups	68		
			Total	4.21	1.19	Total	69		
	Throughput analysis skills	Importance	Col	5.08	0.50	Between Groups	1	0.084	0.772
			Lt Col	5.15	0.99	Within Groups	70		
			Total	5.13	0.85	Total	71		
		Preparedness	Col	3.29	1.40	Between Groups	1	9.043	0.004 *
			Lt Col	4.24	1.17	Within Groups	67		
			Total	3.91	1.33	Total	68		
	Knowledge of the fundamentals of group practice	Importance	Col	5.48	0.73	Between Groups	1	1.086	0.301
			Lt Col	5.24	0.97	Within Groups	67		
			Total	5.32	0.90	Total	68		
		Preparedness	Col	3.30	1.55	Between Groups	1	5.675	0.020 *
			Lt Col	4.19	1.37	Within Groups	64		
			Total	3.88	1.48	Total	65		
	Knowledge of patient administration issues	Importance	Col	5.74	0.69	Between Groups	1	0.591	0.445
			Lt Col	5.58	0.85	Within Groups	69		
			Total	5.63	0.80	Total	70		
		Preparedness	Col	2.65	1.43	Between Groups	1	###	0.001 *
			Lt Col	3.98	1.45	Within Groups	67		
			Total	3.54	1.57	Total	68		
	Capasity management skills	Importance	Col	5.52	0.73	Between Groups	1	2.825	0.097
			Lt Col	5.10	1.08	Within Groups	69		
			Total	5.24	0.99	Total	70		
		Preparedness	Col	3.17	1.44	Between Groups	1	4.834	0.031 *
			Lt Col	3.98	1.42	Within Groups	66		
			Total	3.71	1.47	Total	67		
	Interpersonal relations with professional staff (NC, MC, BSC, DC)	Importance	Col	6.22	0.74	Between Groups	1	0.050	0.823
			Lt Col	6.17	0.87	Within Groups	68		
			Total	6.19	0.82	Total	69		
		Preparedness	Col	5.00	1.48	Between Groups	1	0.155	0.695
			Lt Col	5.13	1.24	Within Groups	66		
			Total	5.09	1.31	Total	67		
	Knowledge of credentialing and licensure	Importance	Col	4.92	1.10	Between Groups	1	0.892	0.348

		Lt Col	4.67	1.04	Within Groups	70			
		Total	4.75	1.06	Total	71			
	Preparedness	Col	3.04	1.83	Between Groups	1	3.081	0.084	
		Lt Col	3.67	1.13	Within Groups	67			
		Total	3.45	1.43	Total	68			
Insight into providers decision making processes and empathy for their frustrations	Importance	Col	5.83	0.82	Between Groups	1	2.991	0.088	
		Lt Col	5.42	1.03	Within Groups	70			
		Total	5.56	0.98	Total	71			
	Preparedness	Col	3.08	1.79	Between Groups	1	6.857	0.011	*
		Lt Col	4.02	1.18	Within Groups	67			
		Total	3.70	1.48	Total	68			
Ability to speak the "provider's" language	Importance	Col	5.38	0.97	Between Groups	1	0.321	0.573	
		Lt Col	5.23	1.06	Within Groups	70			
		Total	5.28	1.02	Total	71			
	Preparedness	Col	2.96	1.52	Between Groups	1	6.535	0.013	*
		Lt Col	3.83	1.25	Within Groups	68			
		Total	3.53	1.40	Total	69			
Ability to communicate and teach the business of healthcare to providers	Importance	Col	5.42	0.72	Between Groups	1	0.020	0.887	
		Lt Col	5.38	1.03	Within Groups	69			
		Total	5.39	0.93	Total	70			
	Preparedness	Col	3.13	1.60	Between Groups	1	6.493	0.013	*
		Lt Col	4.04	1.33	Within Groups	67			
		Total	3.72	1.48	Total	68			
Ability to be an advocate for providers	Importance	Col	5.50	0.88	Between Groups	1	0.026	0.872	
		Lt Col	5.46	1.09	Within Groups	70			
		Total	5.47	1.02	Total	71			
	Preparedness	Col	3.88	1.03	Between Groups	1	0.270	0.605	
		Lt Col	4.02	1.16	Within Groups	68			
		Total	3.97	1.12	Total	69			
Knowledge of what drives provider productivity	Importance	Col	5.71	0.86	Between Groups	1	0.247	0.621	
		Lt Col	5.60	0.92	Within Groups	69			
		Total	5.63	0.90	Total	70			
	Preparedness	Col	3.38	1.86	Between Groups	1	2.203	0.142	

			Lt Col	3.93	1.25	Within Groups	67		
			Total	3.74	1.50	Total	68		
	Knowledge of health records management/medical records systems	Importance	Col	5.29	0.75	Between Groups	1	0.392	0.533
			Lt Col	5.44	1.01	Within Groups	70		
			Total	5.39	0.93	Total	71		
		Preparedness	Col	3.33	1.43	Between Groups	1	12.441	0.001 *
			Lt Col	4.46	1.17	Within Groups	68		
			Total	4.07	1.37	Total	69		
	Knowledge of ICD-9, DRG, CPT, HCPCS codes	Importance	Col	4.75	0.85	Between Groups	1	1.133	0.291
			Lt Col	4.48	1.09	Within Groups	70		
			Total	4.57	1.02	Total	71		
		Preparedness	Col	2.79	1.61	Between Groups	1	2.600	0.112
			Lt Col	3.38	1.34	Within Groups	67		
			Total	3.17	1.45	Total	68		
	Ability to define, refine, and streamline product offerings to beneficiaries	Importance	Col	5.17	0.96	Between Groups	1	0.646	0.424
			Lt Col	4.96	1.07	Within Groups	70		
			Total	5.03	1.03	Total	71		
		Preparedness	Col	4.04	1.04	Between Groups	1	0.099	0.755
			Lt Col	3.96	1.09	Within Groups	68		
			Total	3.99	1.07	Total	69		
Logistics & Infrastructure	Basic logistics skills	Importance	Col	5.33	0.76	Between Groups	1	2.282	0.135
			Lt Col	5.65	0.87	Within Groups	68		
			Total	5.54	0.85	Total	69		
		Preparedness	Col	4.21	1.74	Between Groups	1	0.033	0.857
			Lt Col	4.27	1.19	Within Groups	66		
			Total	4.25	1.40	Total	67		
	Knowledge of DMLSS and WRM	Importance	Col	5.17	0.96	Between Groups	1	0.018	0.893
			Lt Col	5.13	1.11	Within Groups	68		
			Total	5.14	1.05	Total	69		
		Preparedness	Col	3.63	1.58	Between Groups	1	0.682	0.412
			Lt Col	3.91	1.22	Within Groups	66		

			Total	3.81	1.35	Total	67		
	Supply chain management and inventory control skills	Importance	Col	5.08	0.88	Between Groups	1	0.023	0.880
			Lt Col	5.04	1.11	Within Groups	68		
			Total	5.06	1.03	Total	69		
		Preparedness	Col	3.71	1.63	Between Groups	1	1.343	0.251
			Lt Col	4.11	1.22	Within Groups	66		
			Total	3.97	1.38	Total	67		
	Knowledge of IMPAC card and GSA rules	Importance	Col	5.21	0.83	Between Groups	1	0.416	0.521
			Lt Col	5.07	0.90	Within Groups	68		
			Total	5.11	0.88	Total	69		
		Preparedness	Col	4.17	1.37	Between Groups	1	0.486	0.488
			Lt Col	4.39	1.17	Within Groups	66		
			Total	4.31	1.24	Total	67		
	Ability to create a systematic, long-term plan for infrastructure upgrade	Importance	Col	5.68	0.99	Between Groups	1	2.132	0.149
			Lt Col	5.26	1.16	Within Groups	66		
			Total	5.40	1.12	Total	67		
		Preparedness	Col	3.09	1.66	Between Groups	1	2.594	0.112
			Lt Col	3.73	1.44	Within Groups	64		
			Total	3.52	1.53	Total	65		
	Knowledge of basic engineering/construction	Importance	Col	4.29	1.12	Between Groups	1	0.144	0.705
			Lt Col	4.39	1.00	Within Groups	68		
			Total	4.36	1.04	Total	69		
		Preparedness	Col	3.09	1.62	Between Groups	1	1.579	0.213
			Lt Col	3.55	1.30	Within Groups	65		
			Total	3.39	1.42	Total	66		
	Ability to incorporate new technologies into facility upgrade plan	Importance	Col	5.13	1.30	Between Groups	1	0.203	0.654
			Lt Col	5.00	0.99	Within Groups	68		
			Total	5.04	1.10	Total	69		
		Preparedness	Col	3.00	1.60	Between Groups	1	1.121	0.294
			Lt Col	3.41	1.45	Within Groups	65		
			Total	3.27	1.50	Total	66		
Regulatory & Compliance	Understand impact of HIPAA	Importance	Col	5.67	0.70	Between Groups	1	0.306	0.582

			Lt Col	5.78	0.89	Within Groups	68		
			Total	5.74	0.83	Total	69		
		Preparedness	Col	3.58	1.89	Between Groups	1	2.823	0.098
			Lt Col	4.27	1.45	Within Groups	66		
			Total	4.03	1.64	Total	67		
	Knowledge of patient safety movements/regulations (Leap Frog, Patient's Bill of Rights)	Importance	Col	5.33	0.87	Between Groups	1	0.060	0.808
			Lt Col	5.39	0.98	Within Groups	68		
			Total	5.37	0.94	Total	69		
		Preparedness	Col	3.42	1.64	Between Groups	1	7.262	0.009 *
			Lt Col	4.30	1.05	Within Groups	66		
			Total	3.99	1.34	Total	67		
	Knowledge of healthcare, environmental, tort, and labor relations law/legislation	Importance	Col	4.58	0.78	Between Groups	1	0.213	0.646
			Lt Col	4.70	1.05	Within Groups	68		
			Total	4.66	0.96	Total	69		
		Preparedness	Col	2.83	1.52	Between Groups	1	2.246	0.139
			Lt Col	3.37	1.35	Within Groups	65		
			Total	3.18	1.42	Total	66		
	Knowledge of privacy and consent issues	Importance	Col	5.75	0.85	Between Groups	1	0.818	0.369
			Lt Col	5.54	0.94	Within Groups	68		
			Total	5.61	0.91	Total	69		
		Preparedness	Col	4.04	1.33	Between Groups	1	1.620	0.208
			Lt Col	4.45	1.25	Within Groups	66		
			Total	4.31	1.28	Total	67		
	Understanding of medico/legal issues	Importance	Col	5.21	0.88	Between Groups	1	0.053	0.819
			Lt Col	5.15	1.01	Within Groups	68		
			Total	5.17	0.96	Total	69		
		Preparedness	Col	3.71	1.40	Between Groups	1	0.286	0.594
			Lt Col	3.89	1.26	Within Groups	66		
			Total	3.82	1.30	Total	67		
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Appendix J: Descriptive Statistics Summary for Importance and Preparedness of the SKAs by Position
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Table J1

Descriptive Statistics Summary for Importance and Preparedness of the SKAs by Position

SKA Description	Variable	Position	N	Mean	S.D.	Std. Error	95% Confidence Interval for Mean		Min	Max
							Lower Bound	Upper Bound		
Knowledge of leadership principles, styles, and theory	Importance	Administrator	7	6.14	0.69	0.26	5.50	6.78	5	7
		CC/Administrator	15	6.07	0.70	0.18	5.68	6.46	5	7
		Commander	15	5.93	0.59	0.15	5.60	6.26	5	7
		Staff	37	5.86	1.06	0.17	5.51	6.22	4	7
		Total	74	5.95	0.87	0.10	5.74	6.15	4	7
	Preparedness	Administrator	7	5.29	1.11	0.42	4.26	6.31	4	7
		CC/Administrator	15	5.27	0.80	0.21	4.82	5.71	4	6
		Commander	15	5.00	1.56	0.40	4.14	5.86	1	7
		Staff	35	5.26	1.12	0.19	4.87	5.64	4	7
		Total	72	5.21	1.15	0.14	4.94	5.48	1	7
Ability to demonstrate accountability, integrity, and officership	Importance	Administrator	7	6.86	0.38	0.14	6.51	7.21	6	7
		CC/Administrator	15	6.87	0.35	0.09	6.67	7.06	6	7
		Commander	15	6.87	0.35	0.09	6.67	7.06	6	7
		Staff	37	6.81	0.46	0.08	6.66	6.96	5	7
		Total	74	6.84	0.41	0.05	6.74	6.93	5	7
	Preparedness	Administrator	7	5.71	1.60	0.61	4.23	7.20	3	7
		CC/Administrator	15	6.13	0.74	0.19	5.72	6.54	5	7
		Commander	15	5.73	1.79	0.46	4.74	6.73	1	7
		Staff	35	6.00	0.91	0.15	5.69	6.31	4	7
		Total	72	5.94	1.17	0.14	5.67	6.22	1	7
Ability to demonstrate diplomacy	Importance	Administrator	7	6.43	0.53	0.20	5.93	6.92	6	7
		CC/Administrator	15	5.80	0.77	0.20	5.37	6.23	4	7
		Commander	15	5.93	0.80	0.21	5.49	6.38	4	7
		Staff	37	5.89	0.74	0.12	5.65	6.14	4	7
		Total	74	5.93	0.75	0.09	5.76	6.11	4	7
	Preparedness	Administrator	7	4.57	2.23	0.84	2.51	6.63	1	7
		CC/Administrator	15	5.13	1.36	0.35	4.38	5.88	1	6

		Commander	15	4.67	0.98	0.25	4.13	5.21	3	6
		Staff	35	5.09	1.34	0.23	4.63	5.54	1	7
		Total	72	4.96	1.37	0.16	4.64	5.28	1	7
Ability to demonstrate followership	Importance	Administrator	7	6.00	0.58	0.22	5.47	6.53	5	7
		CC/Administrator	15	5.93	0.80	0.21	5.49	6.38	4	7
		Commander	15	5.73	0.70	0.18	5.34	6.12	5	7
		Staff	37	5.92	0.72	0.12	5.68	6.16	4	7
		Total	74	5.89	0.71	0.08	5.73	6.06	4	7
	Preparedness	Administrator	7	5.14	1.21	0.46	4.02	6.27	4	7
		CC/Administrator	15	6.00	0.76	0.20	5.58	6.42	4	7
		Commander	15	5.20	1.47	0.38	4.38	6.02	1	7
		Staff	35	5.57	1.20	0.20	5.16	5.98	3	7
		Total	72	5.54	1.20	0.14	5.26	5.82	1	7
Ability to demonstrate courage and fortitude	Importance	Administrator	7	5.71	0.76	0.29	5.02	6.41	5	7
		CC/Administrator	15	5.93	0.96	0.25	5.40	6.47	4	7
		Commander	14	5.71	0.91	0.24	5.19	6.24	4	7
		Staff	36	5.89	0.95	0.16	5.57	6.21	4	7
		Total	72	5.85	0.91	0.11	5.63	6.06	4	7
	Preparedness	Administrator	7	4.57	1.90	0.72	2.81	6.33	1	7
		CC/Administrator	15	5.67	1.40	0.36	4.89	6.44	1	7
		Commander	14	5.21	0.97	0.26	4.65	5.78	4	7
		Staff	34	5.18	1.22	0.21	4.75	5.60	2	7
		Total	70	5.23	1.30	0.16	4.92	5.54	1	7
Ability to demonstrate enthusiasm and commitment	Importance	Administrator	7	6.00	0.82	0.31	5.24	6.76	5	7
		CC/Administrator	14	6.00	0.55	0.15	5.68	6.32	5	7
		Commander	12	6.17	0.58	0.17	5.80	6.53	5	7
		Staff	35	6.00	0.77	0.13	5.74	6.26	4	7
		Total	68	6.03	0.69	0.08	5.86	6.20	4	7
	Preparedness	Administrator	7	5.57	0.79	0.30	4.84	6.30	5	7
		CC/Administrator	14	6.00	1.04	0.28	5.40	6.60	4	7
		Commander	12	5.42	1.31	0.38	4.58	6.25	3	7
		Staff	33	5.58	1.00	0.17	5.22	5.93	4	7
		Total	66	5.64	1.05	0.13	5.38	5.89	3	7

Ability to demonstrate work and business ethics	Importance	Administrator	7	6.86	0.38	0.14	6.51	7.21	6	7
		CC/Administrator	15	6.27	0.70	0.18	5.88	6.66	5	7
		Commander	13	6.15	0.80	0.22	5.67	6.64	5	7
		Staff	37	6.43	0.80	0.13	6.17	6.70	4	7
		Total	72	6.39	0.76	0.09	6.21	6.57	4	7
	Preparedness	Administrator	7	5.14	1.68	0.63	3.59	6.69	3	7
		CC/Administrator	15	6.13	0.74	0.19	5.72	6.54	4	7
		Commander	13	5.31	1.03	0.29	4.68	5.93	4	7
		Staff	35	5.77	1.00	0.17	5.43	6.12	4	7
		Total	70	5.70	1.07	0.13	5.45	5.95	3	7
Ability to demonstrate empathy and sympathy	Importance	Administrator	7	5.29	0.76	0.29	4.59	5.98	4	6
		CC/Administrator	15	5.40	0.83	0.21	4.94	5.86	4	7
		Commander	15	5.27	0.96	0.25	4.73	5.80	4	7
		Staff	37	5.22	0.85	0.14	4.93	5.50	3	7
		Total	74	5.27	0.85	0.10	5.07	5.47	3	7
	Preparedness	Administrator	7	5.00	1.15	0.44	3.93	6.07	4	7
		CC/Administrator	15	5.40	0.99	0.25	4.85	5.95	4	7
		Commander	15	5.00	1.00	0.26	4.45	5.55	4	7
		Staff	35	5.37	0.84	0.14	5.08	5.66	4	7
		Total	72	5.26	0.93	0.11	5.04	5.48	4	7
Ability to demonstrate political and legal savvy	Importance	Administrator	7	5.29	0.49	0.18	4.83	5.74	5	6
		CC/Administrator	15	5.53	1.13	0.29	4.91	6.16	4	7
		Commander	15	5.13	0.74	0.19	4.72	5.54	4	6
		Staff	36	5.47	0.88	0.15	5.18	5.77	4	7
		Total	73	5.40	0.88	0.10	5.19	5.60	4	7
Ability to demonstrate political and legal savvy	Preparedness	Administrator	7	4.00	1.53	0.58	2.59	5.41	2	6
		CC/Administrator	15	4.73	0.96	0.25	4.20	5.27	3	6
		Commander	15	4.07	1.28	0.33	3.36	4.78	1	6
		Staff	34	4.82	1.06	0.18	4.45	5.19	3	7
		Total	71	4.56	1.17	0.14	4.29	4.84	1	7
Ability to differentiate appropriate responses and understand consequences	Importance	Administrator	7	6.00	0.82	0.31	5.24	6.76	5	7

		CC/Administrator	15	5.93	0.80	0.21	5.49	6.38	4	7
		Commander	15	5.73	0.70	0.18	5.34	6.12	5	7
		Staff	35	5.83	0.82	0.14	5.55	6.11	4	7
		Total	72	5.85	0.78	0.09	5.66	6.03	4	7
	Preparedness	Administrator	7	4.71	1.98	0.75	2.89	6.54	1	7
		CC/Administrator	15	5.00	1.46	0.38	4.19	5.81	1	7
		Commander	15	4.73	0.96	0.25	4.20	5.27	3	6
		Staff	33	4.88	1.19	0.21	4.46	5.30	3	7
		Total	70	4.86	1.28	0.15	4.55	5.16	1	7
Ability to motivate and sustain morale	Importance	Administrator	7	5.86	0.69	0.26	5.22	6.50	5	7
		CC/Administrator	15	6.33	0.90	0.23	5.84	6.83	4	7
		Commander	14	6.29	0.73	0.19	5.87	6.71	5	7
		Staff	37	6.24	0.72	0.12	6.00	6.48	4	7
		Total	73	6.23	0.75	0.09	6.06	6.41	4	7
	Preparedness	Administrator	7	5.43	0.98	0.37	4.53	6.33	4	6
		CC/Administrator	15	5.27	1.22	0.32	4.59	5.94	3	7
		Commander	14	4.57	1.22	0.33	3.87	5.28	3	6
		Staff	35	5.06	1.49	0.25	4.54	5.57	1	7
		Total	71	5.04	1.35	0.16	4.72	5.36	1	7
Ability to balance people and mission needs	Importance	Administrator	7	5.71	0.95	0.36	4.83	6.59	4	7
		CC/Administrator	14	6.21	0.97	0.26	5.65	6.78	4	7
		Commander	14	6.21	0.70	0.19	5.81	6.62	5	7
		Staff	36	6.08	0.91	0.15	5.78	6.39	3	7
		Total	71	6.10	0.88	0.10	5.89	6.31	3	7
	Preparedness	Administrator	7	4.86	1.07	0.40	3.87	5.85	3	6
		CC/Administrator	14	5.36	0.84	0.23	4.87	5.84	4	6
		Commander	14	4.86	0.95	0.25	4.31	5.41	4	7
		Staff	34	5.18	1.22	0.21	4.75	5.60	3	7
		Total	69	5.12	1.08	0.13	4.86	5.37	3	7
Ability to accurately evaluate and accept risk	Importance	Administrator	7	5.86	0.90	0.34	5.03	6.69	5	7
		CC/Administrator	15	5.80	0.94	0.24	5.28	6.32	4	7
		Commander	15	5.67	0.72	0.19	5.27	6.07	4	7
		Staff	37	5.78	0.79	0.13	5.52	6.05	4	7
		Total	74	5.77	0.80	0.09	5.58	5.96	4	7

			N	Mean	SD	SE	Lower	Upper	Min	Max
	Preparedness	Administrator	7	3.86	2.12	0.80	1.90	5.81	1	6
		CC/Administrator	15	4.47	1.68	0.43	3.53	5.40	1	6
		Commander	15	4.47	1.41	0.36	3.69	5.25	1	6
		Staff	35	5.06	1.26	0.21	4.62	5.49	2	7
		Total	72	4.69	1.50	0.18	4.34	5.05	1	7
Ability to evaluate effectiveness (quantitative & qualitative)	Importance	Administrator	7	5.57	0.98	0.37	4.67	6.47	4	7
		CC/Administrator	15	5.67	0.82	0.21	5.21	6.12	4	7
		Commander	15	6.00	0.85	0.22	5.53	6.47	4	7
		Staff	37	5.84	0.73	0.12	5.60	6.08	4	7
		Total	74	5.81	0.79	0.09	5.63	5.99	4	7
	Preparedness	Administrator	7	3.71	1.50	0.57	2.33	5.10	1	6
		CC/Administrator	15	4.80	1.52	0.39	3.96	5.64	1	7
		Commander	15	4.20	1.90	0.49	3.15	5.25	1	6
		Staff	35	4.97	1.34	0.23	4.51	5.43	2	7
		Total	72	4.65	1.55	0.18	4.29	5.02	1	7
Ability to accept, articulate, and execute directives of superiors	Importance	Administrator	7	6.14	0.90	0.34	5.31	6.97	5	7
		CC/Administrator	15	6.40	0.74	0.19	5.99	6.81	5	7
		Commander	15	6.27	0.59	0.15	5.94	6.60	5	7
		Staff	36	6.28	0.85	0.14	5.99	6.57	4	7
		Total	73	6.29	0.77	0.09	6.11	6.47	4	7
	Preparedness	Administrator	7	4.71	1.98	0.75	2.89	6.54	1	7
		CC/Administrator	15	5.93	0.70	0.18	5.54	6.32	4	7
		Commander	15	5.47	1.19	0.31	4.81	6.12	4	7
		Staff	34	5.50	1.13	0.19	5.10	5.90	3	7
		Total	71	5.51	1.19	0.14	5.22	5.79	1	7
Problem solving skills	Importance	Administrator	7	6.43	0.79	0.30	5.70	7.16	5	7
		CC/Administrator	15	6.47	0.64	0.17	6.11	6.82	5	7
		Commander	14	6.36	0.84	0.23	5.87	6.84	5	7
		Staff	37	6.16	0.69	0.11	5.93	6.39	4	7
		Total	73	6.29	0.72	0.08	6.12	6.45	4	7
	Preparedness	Administrator	7	4.57	1.13	0.43	3.52	5.62	3	6
		CC/Administrator	15	5.47	1.13	0.29	4.84	6.09	3	7
		Commander	14	4.64	1.98	0.53	3.50	5.79	1	7
		Staff	35	5.40	0.98	0.17	5.06	5.74	4	7

		Total	71	5.18	1.30	0.15	4.87	5.49	1	7
Ability to get buy-in from staff	Importance	Administrator	6	6.17	0.75	0.31	5.38	6.96	5	7
		CC/Administrator	15	5.87	0.83	0.22	5.40	6.33	4	7
		Commander	15	5.47	0.83	0.22	5.00	5.93	4	7
		Staff	37	5.95	0.81	0.13	5.67	6.22	4	7
		Total	73	5.85	0.83	0.10	5.66	6.04	4	7
	Preparedness	Administrator	6	4.33	1.03	0.42	3.25	5.42	3	6
		CC/Administrator	15	5.20	1.42	0.37	4.41	5.99	1	6
		Commander	15	4.73	1.49	0.38	3.91	5.56	1	7
		Staff	35	5.29	0.93	0.16	4.97	5.60	3	7
		Total	71	5.07	1.20	0.14	4.79	5.35	1	7
Ability to maintain appropriate levels of delegation	Importance	Administrator	7	5.43	0.98	0.37	4.53	6.33	4	7
		CC/Administrator	15	5.40	0.83	0.21	4.94	5.86	4	7
		Commander	15	5.80	0.68	0.17	5.43	6.17	5	7
		Staff	37	5.81	0.81	0.13	5.54	6.08	4	7
		Total	74	5.69	0.81	0.09	5.50	5.88	4	7
	Preparedness	Administrator	7	4.14	1.77	0.67	2.50	5.78	1	6
		CC/Administrator	15	4.67	1.40	0.36	3.89	5.44	1	6
		Commander	15	3.87	1.46	0.38	3.06	4.67	1	6
		Staff	35	4.94	1.14	0.19	4.55	5.33	1	7
		Total	72	4.58	1.37	0.16	4.26	4.91	1	7
Ability to manage in turbulent times	Importance	Administrator	7	6.29	0.49	0.18	5.83	6.74	6	7
		CC/Administrator	15	6.07	0.80	0.21	5.62	6.51	4	7
		Commander	15	6.00	0.93	0.24	5.49	6.51	4	7
		Staff	36	6.22	0.87	0.14	5.93	6.52	4	7
		Total	73	6.15	0.83	0.10	5.96	6.34	4	7
	Preparedness	Administrator	7	4.57	1.13	0.43	3.52	5.62	3	6
		CC/Administrator	15	5.47	0.99	0.26	4.92	6.02	4	7
		Commander	15	5.00	1.20	0.31	4.34	5.66	3	7
		Staff	34	5.15	1.08	0.18	4.77	5.52	3	7
		Total	71	5.13	1.09	0.13	4.87	5.39	3	7
Ability to conceptualize, communicate, and determine the most efficient pathway for change	Importance	Administrator	7	6.14	0.69	0.26	5.50	6.78	5	7
		CC/Administrator	15	5.80	1.01	0.26	5.24	6.36	4	7

		Commander	15	5.80	0.68	0.17	5.43	6.17	5	7
		Staff	37	6.03	0.83	0.14	5.75	6.30	4	7
		Total	74	5.95	0.83	0.10	5.75	6.14	4	7
	Preparedness	Administrator	7	4.14	1.77	0.67	2.50	5.78	1	6
		CC/Administrator	15	4.60	1.64	0.42	3.69	5.51	1	6
		Commander	15	4.27	1.87	0.48	3.23	5.30	1	6
		Staff	35	4.91	1.17	0.20	4.51	5.32	3	7
		Total	72	4.64	1.49	0.18	4.29	4.99	1	7
Knowledge of change processes	Importance	Administrator	7	5.43	1.13	0.43	4.38	6.48	4	7
		CC/Administrator	15	5.07	0.96	0.25	4.53	5.60	4	7
		Commander	15	4.93	0.70	0.18	4.54	5.32	4	6
		Staff	37	5.54	0.96	0.16	5.22	5.86	3	7
		Total	74	5.31	0.95	0.11	5.09	5.53	3	7
	Preparedness	Administrator	7	4.43	0.79	0.30	3.70	5.16	4	6
		CC/Administrator	15	4.40	1.55	0.40	3.54	5.26	1	6
		Commander	15	4.00	1.56	0.40	3.14	4.86	1	6
		Staff	35	4.60	1.09	0.18	4.23	4.97	3	7
		Total	72	4.42	1.28	0.15	4.12	4.72	1	7
Ability to demonstrate flexibility and adaptability	Importance	Administrator	7	6.00	0.82	0.31	5.24	6.76	5	7
		CC/Administrator	15	6.00	0.85	0.22	5.53	6.47	4	7
		Commander	15	5.93	0.80	0.21	5.49	6.38	5	7
		Staff	37	5.95	0.81	0.13	5.67	6.22	4	7
		Total	74	5.96	0.80	0.09	5.77	6.15	4	7
	Preparedness	Administrator	7	4.71	1.25	0.47	3.55	5.87	4	7
		CC/Administrator	15	5.33	0.82	0.21	4.88	5.79	4	6
		Commander	15	4.93	0.96	0.25	4.40	5.47	4	6
		Staff	35	5.09	1.17	0.20	4.68	5.49	2	7
		Total	72	5.07	1.07	0.13	4.82	5.32	2	7
Interpersonal, communication, and listening skills	Importance	Administrator	7	6.57	0.53	0.20	6.08	7.07	6	7
		CC/Administrator	15	6.47	0.64	0.17	6.11	6.82	5	7
		Commander	15	6.33	0.90	0.23	5.84	6.83	4	7
		Staff	37	6.54	0.73	0.12	6.30	6.78	5	7
		Total	74	6.49	0.73	0.08	6.32	6.65	4	7
	Preparedness	Administrator	7	5.00	1.15	0.44	3.93	6.07	4	7

		CC/Administrator	15	5.13	1.36	0.35	4.38	5.88	1	6
		Commander	15	4.73	0.96	0.25	4.20	5.27	3	6
		Staff	35	4.97	1.32	0.22	4.52	5.42	1	7
		Total	72	4.96	1.23	0.14	4.67	5.25	1	7
Executive writing skills (business reports, executive summaries, appropriate use of words)	Importance	Administrator	7	6.57	0.53	0.20	6.08	7.07	6	7
		CC/Administrator	15	6.13	0.74	0.19	5.72	6.54	5	7
		Commander	15	6.00	0.65	0.17	5.64	6.36	5	7
		Staff	37	6.14	0.75	0.12	5.88	6.39	4	7
		Total	74	6.15	0.72	0.08	5.98	6.31	4	7
	Preparedness	Administrator	7	4.57	1.72	0.65	2.98	6.16	3	7
		CC/Administrator	15	4.80	1.52	0.39	3.96	5.64	1	7
		Commander	15	4.20	1.21	0.31	3.53	4.87	2	6
		Staff	35	4.91	1.20	0.20	4.50	5.33	1	7
		Total	72	4.71	1.33	0.16	4.40	5.02	1	7
Military writing skills (ORP/EPR/SSS/Decorations/Awards)	Importance	Administrator	6	6.17	0.75	0.31	5.38	6.96	5	7
		CC/Administrator	15	6.00	0.93	0.24	5.49	6.51	4	7
		Commander	13	5.85	0.55	0.15	5.51	6.18	5	7
		Staff	36	6.00	0.83	0.14	5.72	6.28	4	7
		Total	70	5.99	0.79	0.09	5.80	6.17	4	7
	Preparedness	Administrator	6	3.83	1.83	0.75	1.91	5.76	1	6
		CC/Administrator	15	4.47	1.30	0.34	3.75	5.19	1	6
		Commander	13	3.08	1.50	0.42	2.17	3.98	1	5
		Staff	34	4.29	1.53	0.26	3.76	4.83	1	7
		Total	68	4.06	1.55	0.19	3.68	4.43	1	7
Executive speaking skills (briefing, public speaking, public affairs, extemporaneous)	Importance	Administrator	6	6.00	0.89	0.37	5.06	6.94	5	7
		CC/Administrator	15	5.73	0.96	0.25	5.20	6.27	4	7
		Commander	15	5.87	0.83	0.22	5.40	6.33	4	7
		Staff	37	5.95	0.85	0.14	5.66	6.23	4	7
		Total	73	5.89	0.86	0.10	5.69	6.09	4	7
	Preparedness	Administrator	6	5.00	1.26	0.52	3.67	6.33	4	7
		CC/Administrator	15	5.47	0.92	0.24	4.96	5.97	4	7
		Commander	15	4.07	1.87	0.48	3.03	5.10	1	7

		Staff	35	5.29	1.25	0.21	4.86	5.72	1	7
		Total	71	5.04	1.42	0.17	4.71	5.38	1	7
Ability to use application software to communicate message (Word, PowerPoint, Email)	Importance	Administrator	7	6.29	0.76	0.29	5.59	6.98	5	7
		CC/Administrator	15	5.67	0.82	0.21	5.21	6.12	4	7
		Commander	14	5.29	0.73	0.19	4.87	5.71	4	7
		Staff	37	5.68	0.91	0.15	5.37	5.98	4	7
		Total	73	5.66	0.87	0.10	5.45	5.86	4	7
	Preparedness	Administrator	7	6.00	0.82	0.31	5.24	6.76	5	7
		CC/Administrator	15	5.87	0.99	0.26	5.32	6.42	4	7
		Commander	14	5.43	1.55	0.42	4.53	6.33	1	7
		Staff	35	5.74	1.01	0.17	5.40	6.09	4	7
		Total	71	5.73	1.11	0.13	5.47	5.99	1	7
Ability to negotiate professional and personnal win/win solutions	Importance	Administrator	7	5.86	0.90	0.34	5.03	6.69	5	7
		CC/Administrator	15	5.60	0.99	0.25	5.05	6.15	4	7
		Commander	14	5.71	0.73	0.19	5.29	6.13	4	7
		Staff	37	5.92	0.83	0.14	5.64	6.20	4	7
		Total	73	5.81	0.84	0.10	5.61	6.01	4	7
	Preparedness	Administrator	7	4.29	1.89	0.71	2.54	6.03	1	6
		CC/Administrator	15	4.93	1.03	0.27	4.36	5.51	3	6
		Commander	14	4.29	1.38	0.37	3.49	5.08	1	6
		Staff	35	4.74	1.12	0.19	4.36	5.13	2	7
		Total	71	4.65	1.24	0.15	4.35	4.94	1	7
Ability to build effective community relationships with local authorities and hospital CEOs	Importance	Administrator	7	4.86	1.68	0.63	3.31	6.41	2	7
		CC/Administrator	15	5.07	1.33	0.34	4.33	5.81	3	7
		Commander	15	4.93	0.80	0.21	4.49	5.38	4	6
		Staff	37	5.30	1.15	0.19	4.91	5.68	3	7
		Total	74	5.14	1.17	0.14	4.86	5.41	2	7
	Preparedness	Administrator	6	3.33	2.07	0.84	1.17	5.50	1	6
		CC/Administrator	15	4.07	1.44	0.37	3.27	4.86	1	6
		Commander	15	3.93	1.91	0.49	2.88	4.99	1	7
		Staff	35	4.66	1.35	0.23	4.19	5.12	1	7

		Total	71	4.27	1.59	0.19	3.89	4.64	1	7
Ability to sell strategic opportunities to superiors	Importance	Administrator	7	5.43	0.98	0.37	4.53	6.33	4	7
		CC/Administrator	15	5.13	0.99	0.26	4.58	5.68	3	7
		Commander	15	5.27	0.96	0.25	4.73	5.80	4	7
		Staff	37	5.59	0.93	0.15	5.29	5.90	4	7
		Total	74	5.42	0.95	0.11	5.20	5.64	3	7
	Preparedness	Administrator	7	4.43	1.27	0.48	3.25	5.61	3	6
		CC/Administrator	15	5.00	1.41	0.37	4.22	5.78	1	6
		Commander	15	4.47	0.74	0.19	4.06	4.88	4	6
		Staff	35	4.80	1.16	0.20	4.40	5.20	3	7
		Total	72	4.74	1.15	0.14	4.47	5.01	1	7
Ability to relate and cooperate with peers	Importance	Administrator	7	6.29	0.49	0.18	5.83	6.74	6	7
		CC/Administrator	15	6.07	0.80	0.21	5.62	6.51	4	7
		Commander	15	6.13	0.52	0.13	5.85	6.42	5	7
		Staff	37	6.14	0.75	0.12	5.88	6.39	4	7
		Total	74	6.14	0.69	0.08	5.98	6.29	4	7
	Preparedness	Administrator	7	5.29	2.06	0.78	3.38	7.19	1	7
		CC/Administrator	15	5.53	1.06	0.27	4.95	6.12	4	7
		Commander	15	5.47	1.19	0.31	4.81	6.12	3	7
		Staff	35	5.51	0.98	0.17	5.18	5.85	3	7
		Total	72	5.49	1.15	0.14	5.22	5.76	1	7
Ability to build a strong network of key contacts and subject matter experts	Importance	Administrator	7	6.43	0.79	0.30	5.70	7.16	5	7
		CC/Administrator	15	5.60	0.74	0.19	5.19	6.01	4	7
		Commander	15	5.47	0.74	0.19	5.06	5.88	4	6
		Staff	37	5.62	1.01	0.17	5.28	5.96	4	7
		Total	74	5.66	0.91	0.11	5.45	5.87	4	7
	Preparedness	Administrator	7	5.14	1.95	0.74	3.34	6.95	2	7
		CC/Administrator	15	5.00	1.36	0.35	4.25	5.75	1	6
		Commander	15	4.53	1.36	0.35	3.78	5.28	1	6
		Staff	35	5.23	1.00	0.17	4.88	5.57	3	7
		Total	72	5.03	1.27	0.15	4.73	5.33	1	7
Ability to foster team-work and build concensus	Importance	Administrator	7	6.43	0.53	0.20	5.93	6.92	6	7
		CC/Administrator	15	6.20	0.94	0.24	5.68	6.72	4	7

		Commander	15	5.93	0.70	0.18	5.54	6.32	5	7
		Staff	37	6.19	0.84	0.14	5.91	6.47	4	7
		Total	74	6.16	0.81	0.09	5.97	6.35	4	7
	Preparedness	Administrator	7	4.86	0.90	0.34	4.03	5.69	4	6
		CC/Administrator	15	5.20	0.94	0.24	4.68	5.72	3	6
		Commander	15	4.73	1.53	0.40	3.88	5.58	1	7
		Staff	35	5.20	1.16	0.20	4.80	5.60	2	7
		Total	72	5.07	1.18	0.14	4.79	5.35	1	7
Knowledge of group and individual behavior	Importance	Administrator	7	5.00	1.00	0.38	4.08	5.92	4	6
		CC/Administrator	15	5.00	1.13	0.29	4.37	5.63	3	7
		Commander	15	4.73	0.46	0.12	4.48	4.99	4	5
		Staff	37	5.27	1.04	0.17	4.92	5.62	3	7
		Total	74	5.08	0.98	0.11	4.86	5.31	3	7
	Preparedness	Administrator	7	4.57	1.13	0.43	3.52	5.62	3	6
		CC/Administrator	15	4.73	1.16	0.30	4.09	5.38	3	6
		Commander	15	4.60	0.99	0.25	4.05	5.15	3	6
		Staff	35	4.77	1.11	0.19	4.39	5.15	2	7
		Total	72	4.71	1.08	0.13	4.45	4.96	2	7
Ability to recognize, confront, and resolve conflict	Importance	Administrator	7	6.14	0.90	0.34	5.31	6.97	5	7
		CC/Administrator	15	5.73	0.70	0.18	5.34	6.12	5	7
		Commander	15	5.73	0.70	0.18	5.34	6.12	5	7
		Staff	37	5.92	0.86	0.14	5.63	6.21	4	7
		Total	74	5.86	0.80	0.09	5.68	6.05	4	7
	Preparedness	Administrator	7	3.29	1.89	0.71	1.54	5.03	1	6
		CC/Administrator	15	4.20	1.66	0.43	3.28	5.12	1	6
		Commander	15	4.00	1.56	0.40	3.14	4.86	1	6
		Staff	35	4.63	1.48	0.25	4.12	5.14	1	7
		Total	72	4.28	1.59	0.19	3.90	4.65	1	7
Ability to generate positive thinking and constructive interaction	Importance	Administrator	7	5.43	0.98	0.37	4.53	6.33	4	7
		CC/Administrator	15	5.53	0.99	0.26	4.98	6.08	4	7
		Commander	15	5.33	0.62	0.16	4.99	5.68	4	6
		Staff	37	5.54	0.84	0.14	5.26	5.82	4	7
		Total	74	5.49	0.83	0.10	5.29	5.68	4	7

	Preparedness	Administrator	7	4.57	0.98	0.37	3.67	5.47	3	6
		CC/Administrator	15	4.67	1.35	0.35	3.92	5.41	1	6
		Commander	15	4.73	1.16	0.30	4.09	5.38	3	6
		Staff	35	4.97	1.04	0.18	4.61	5.33	3	7
		Total	72	4.82	1.12	0.13	4.56	5.08	1	7
Ability to balance strenghts and weaknesses to mold teams	Importance	Administrator	7	5.57	0.79	0.30	4.84	6.30	4	6
		CC/Administrator	15	5.33	1.05	0.27	4.75	5.91	3	7
		Commander	15	5.67	0.82	0.21	5.21	6.12	4	7
		Staff	37	5.78	1.00	0.17	5.45	6.12	4	7
		Total	74	5.65	0.96	0.11	5.43	5.87	3	7
	Preparedness	Administrator	7	4.14	1.68	0.63	2.59	5.69	1	6
		CC/Administrator	15	4.53	1.30	0.34	3.81	5.25	1	6
		Commander	15	4.47	0.92	0.24	3.96	4.97	3	6
		Staff	35	4.74	1.22	0.21	4.32	5.16	3	7
		Total	72	4.58	1.22	0.14	4.30	4.87	1	7
Ability to be a positive and influential role model	Importance	Administrator	7	5.43	0.98	0.37	4.53	6.33	4	7
		CC/Administrator	15	5.93	1.10	0.28	5.32	6.54	4	7
		Commander	15	6.13	0.64	0.17	5.78	6.49	5	7
		Staff	37	6.05	0.81	0.13	5.78	6.33	4	7
		Total	74	5.99	0.87	0.10	5.79	6.19	4	7
	Preparedness	Administrator	7	5.00	1.15	0.44	3.93	6.07	4	7
		CC/Administrator	15	5.13	1.46	0.38	4.33	5.94	1	6
		Commander	15	5.40	1.06	0.27	4.82	5.98	3	7
		Staff	35	5.11	1.25	0.21	4.68	5.55	1	7
		Total	72	5.17	1.23	0.15	4.88	5.46	1	7
Ability to direct personal and subordinate goal attainment	Importance	Administrator	7	6.00	1.00	0.38	5.08	6.92	5	7
		CC/Administrator	15	5.93	0.88	0.23	5.44	6.42	4	7
		Commander	15	5.73	0.46	0.12	5.48	5.99	5	6
		Staff	37	5.81	0.84	0.14	5.53	6.09	3	7
		Total	74	5.84	0.79	0.09	5.65	6.02	3	7
	Preparedness	Administrator	7	4.86	1.21	0.46	3.73	5.98	3	6
		CC/Administrator	15	5.33	0.72	0.19	4.93	5.73	4	6
		Commander	15	4.80	1.01	0.26	4.24	5.36	3	6

		Staff	35	5.09	0.95	0.16	4.76	5.41	3	7
		Total	72	5.06	0.95	0.11	4.83	5.28	3	7
Ability to balance physical, mental, and spiritual wellbeing	Importance	Administrator	7	6.14	0.69	0.26	5.50	6.78	5	7
		CC/Administrator	15	5.93	0.70	0.18	5.54	6.32	5	7
		Commander	15	5.60	0.91	0.24	5.10	6.10	4	7
		Staff	37	6.24	0.76	0.12	5.99	6.50	4	7
		Total	74	6.04	0.80	0.09	5.85	6.23	4	7
	Preparedness	Administrator	7	4.29	0.95	0.36	3.41	5.17	3	5
		CC/Administrator	15	5.07	1.22	0.32	4.39	5.74	2	6
		Commander	15	4.67	0.90	0.23	4.17	5.16	3	6
		Staff	35	4.83	1.32	0.22	4.38	5.28	2	7
		Total	72	4.79	1.19	0.14	4.51	5.07	2	7
Ability to balance professional and personal obligations	Importance	Administrator	7	6.29	0.49	0.18	5.83	6.74	6	7
		CC/Administrator	15	5.73	0.70	0.18	5.34	6.12	4	7
		Commander	15	5.80	0.56	0.14	5.49	6.11	5	7
		Staff	37	6.14	0.79	0.13	5.87	6.40	4	7
		Total	74	6.00	0.72	0.08	5.83	6.17	4	7
	Preparedness	Administrator	7	4.29	1.11	0.42	3.26	5.31	3	6
		CC/Administrator	15	5.27	0.80	0.21	4.82	5.71	4	6
		Commander	15	4.87	1.13	0.29	4.24	5.49	2	6
		Staff	35	5.00	1.21	0.20	4.58	5.42	3	7
		Total	72	4.96	1.12	0.13	4.70	5.22	2	7
Knowledge of the UCMJ	Importance	Administrator	7	4.57	0.98	0.37	3.67	5.47	3	6
		CC/Administrator	15	5.27	1.03	0.27	4.69	5.84	4	7
		Commander	15	4.87	0.74	0.19	4.46	5.28	4	6
		Staff	37	4.97	1.01	0.17	4.64	5.31	3	7
		Total	74	4.97	0.96	0.11	4.75	5.20	3	7
	Preparedness	Administrator	7	4.00	2.16	0.82	2.00	6.00	1	6
		CC/Administrator	15	4.20	1.74	0.45	3.24	5.16	1	7
		Commander	15	3.73	1.62	0.42	2.83	4.63	1	6
		Staff	35	4.20	1.37	0.23	3.73	4.67	1	6
		Total	72	4.08	1.56	0.18	3.72	4.45	1	7
Knowledge of the Air Evac/casualty management systems	Importance	Administrator	7	4.57	0.53	0.20	4.08	5.07	4	5

		CC/Administrator	15	4.80	0.94	0.24	4.28	5.32	3	6
		Commander	15	4.47	0.92	0.24	3.96	4.97	3	7
		Staff	37	4.76	1.28	0.21	4.33	5.18	2	7
		Total	74	4.69	1.08	0.13	4.44	4.94	2	7
	Preparedness	Administrator	7	2.43	1.81	0.69	0.75	4.10	1	5
		CC/Administrator	15	3.60	1.59	0.41	2.72	4.48	1	6
		Commander	15	2.60	1.59	0.41	1.72	3.48	1	7
		Staff	35	3.66	1.41	0.24	3.17	4.14	1	7
		Total	72	3.31	1.58	0.19	2.93	3.68	1	7
Knowledge of EMEDS structure and capabilities	Importance	Administrator	7	5.14	0.69	0.26	4.50	5.78	4	6
		CC/Administrator	15	5.33	1.29	0.33	4.62	6.05	3	7
		Commander	15	4.80	1.08	0.28	4.20	5.40	3	7
		Staff	37	5.32	1.13	0.19	4.95	5.70	3	7
		Total	74	5.20	1.12	0.13	4.94	5.46	3	7
	Preparedness	Administrator	7	3.29	1.70	0.64	1.71	4.86	1	5
		CC/Administrator	15	3.60	1.59	0.41	2.72	4.48	1	6
		Commander	15	2.60	1.18	0.31	1.94	3.26	1	4
		Staff	35	4.11	1.32	0.22	3.66	4.57	1	7
		Total	72	3.61	1.49	0.18	3.26	3.96	1	7
Knowledge of AEF concept, terminology, literature, and processes	Importance	Administrator	7	5.86	1.07	0.40	4.87	6.85	4	7
		CC/Administrator	15	5.40	1.18	0.31	4.74	6.06	3	7
		Commander	15	5.13	0.92	0.24	4.63	5.64	4	7
		Staff	37	5.35	1.09	0.18	4.99	5.71	3	7
		Total	74	5.36	1.07	0.12	5.12	5.61	3	7
	Preparedness	Administrator	7	4.29	1.98	0.75	2.46	6.11	1	6
		CC/Administrator	15	4.33	1.05	0.27	3.75	4.91	3	6
		Commander	15	3.40	1.24	0.32	2.71	4.09	1	6
		Staff	35	4.23	1.33	0.22	3.77	4.69	1	7
		Total	72	4.08	1.35	0.16	3.77	4.40	1	7
Knowledge of multi-service platforms and joint readiness regulations	Importance	Administrator	7	4.43	0.53	0.20	3.93	4.92	4	5
		CC/Administrator	15	4.67	1.18	0.30	4.02	5.32	3	7
		Commander	15	4.00	1.00	0.26	3.45	4.55	2	6
		Staff	37	4.78	1.06	0.17	4.43	5.14	3	7

		Total	74	4.57	1.06	0.12	4.32	4.81	2	7
	Preparedness	Administrator	7	2.57	1.72	0.65	0.98	4.16	1	5
		CC/Administrator	15	3.13	1.30	0.34	2.41	3.85	1	5
		Commander	15	2.53	1.13	0.29	1.91	3.16	1	4
		Staff	35	3.60	1.42	0.24	3.11	4.09	1	7
		Total	72	3.18	1.42	0.17	2.85	3.51	1	7
Knowledge of UTC assignment process	Importance	Administrator	7	4.57	0.53	0.20	4.08	5.07	4	5
		CC/Administrator	15	4.67	1.11	0.29	4.05	5.28	3	7
		Commander	14	4.93	0.92	0.25	4.40	5.46	3	6
		Staff	37	4.81	1.10	0.18	4.44	5.18	3	7
		Total	73	4.78	1.02	0.12	4.54	5.02	3	7
	Preparedness	Administrator	7	3.43	2.07	0.78	1.51	5.34	1	6
		CC/Administrator	15	3.73	1.49	0.38	2.91	4.56	1	6
		Commander	14	3.86	1.51	0.40	2.98	4.73	1	6
		Staff	35	3.86	1.42	0.24	3.37	4.34	1	7
		Total	71	3.79	1.49	0.18	3.44	4.14	1	7
Knowledge of protective measures (CNBC)	Importance	Administrator	7	5.57	1.27	0.48	4.39	6.75	4	7
		CC/Administrator	15	5.67	1.35	0.35	4.92	6.41	3	7
		Commander	15	5.40	0.91	0.24	4.90	5.90	3	6
		Staff	37	5.59	1.12	0.18	5.22	5.97	3	7
		Total	74	5.57	1.12	0.13	5.31	5.83	3	7
	Preparedness	Administrator	7	5.00	1.41	0.53	3.69	6.31	3	7
		CC/Administrator	15	5.27	1.16	0.30	4.62	5.91	4	7
		Commander	15	4.27	1.44	0.37	3.47	5.06	1	6
		Staff	35	4.60	1.06	0.18	4.23	4.97	3	7
		Total	72	4.71	1.23	0.14	4.42	5.00	1	7
Knowledge of deployment processessing requirements	Importance	Administrator	7	5.29	0.95	0.36	4.41	6.17	4	6
		CC/Administrator	14	5.36	1.22	0.32	4.66	6.06	3	7
		Commander	15	4.80	1.26	0.33	4.10	5.50	2	6
		Staff	37	5.27	1.15	0.19	4.89	5.65	3	7
		Total	73	5.19	1.16	0.14	4.92	5.46	2	7
	Preparedness	Administrator	7	4.86	1.46	0.55	3.50	6.21	3	7
		CC/Administrator	14	4.86	1.17	0.31	4.18	5.53	3	7
		Commander	15	4.47	0.99	0.26	3.92	5.02	3	6

		Staff	35	4.43	1.22	0.21	4.01	4.85	1	7
		Total	71	4.56	1.18	0.14	4.28	4.84	1	7
Ability to administer effective readiness training	Importance	Administrator	7	4.71	1.50	0.57	3.33	6.10	2	6
		CC/Administrator	15	5.60	1.12	0.29	4.98	6.22	4	7
		Commander	15	5.27	0.88	0.23	4.78	5.76	4	7
		Staff	37	5.51	1.12	0.18	5.14	5.89	3	7
		Total	74	5.41	1.12	0.13	5.15	5.67	2	7
	Preparedness	Administrator	6	4.00	1.26	0.52	2.67	5.33	3	6
		CC/Administrator	15	4.27	1.49	0.38	3.44	5.09	1	7
		Commander	15	4.27	1.49	0.38	3.44	5.09	1	7
		Staff	35	4.43	1.01	0.17	4.08	4.77	3	7
		Total	71	4.32	1.23	0.15	4.03	4.61	1	7
Knowledge of theater operational issues (command & control, host nation, cultural)	Importance	Administrator	7	5.14	0.90	0.34	4.31	5.97	4	6
		CC/Administrator	15	4.93	1.03	0.27	4.36	5.51	4	7
		Commander	15	4.27	0.80	0.21	3.82	4.71	2	5
		Staff	37	5.22	1.36	0.22	4.76	5.67	3	7
		Total	74	4.96	1.20	0.14	4.68	5.24	2	7
	Preparedness	Administrator	7	3.43	1.72	0.65	1.84	5.02	1	5
		CC/Administrator	15	3.53	1.46	0.38	2.73	4.34	1	7
		Commander	15	2.73	1.16	0.30	2.09	3.38	1	4
		Staff	35	3.89	1.37	0.23	3.42	4.36	1	7
		Total	72	3.53	1.42	0.17	3.19	3.86	1	7
Ability to forecast and sustain peacetime capabilities	Importance	Administrator	7	6.00	1.00	0.38	5.08	6.92	5	7
		CC/Administrator	15	5.53	1.06	0.27	4.95	6.12	3	7
		Commander	15	5.20	1.26	0.33	4.50	5.90	2	7
		Staff	37	5.30	0.97	0.16	4.97	5.62	3	7
		Total	74	5.39	1.06	0.12	5.15	5.64	2	7
	Preparedness	Administrator	7	4.71	1.25	0.47	3.55	5.87	3	6
		CC/Administrator	15	4.07	1.39	0.36	3.30	4.83	1	7
		Commander	15	4.33	1.54	0.40	3.48	5.19	1	6
		Staff	35	4.37	1.17	0.20	3.97	4.77	2	7
		Total	72	4.33	1.29	0.15	4.03	4.64	1	7

Knowledge of civilian agencies, capabilities, and planning procedures	Importance	Administrator	7	5.00	0.82	0.31	4.24	5.76	4	6
		CC/Administrator	15	4.87	1.25	0.32	4.18	5.56	3	7
		Commander	15	4.80	1.01	0.26	4.24	5.36	3	6
		Staff	37	5.32	1.16	0.19	4.94	5.71	3	7
		Total	74	5.09	1.12	0.13	4.83	5.36	3	7
	Preparedness	Administrator	7	3.00	2.24	0.85	0.93	5.07	1	7
		CC/Administrator	15	3.47	1.51	0.39	2.63	4.30	1	7
		Commander	15	4.07	1.10	0.28	3.46	4.68	2	6
		Staff	35	4.06	1.47	0.25	3.55	4.56	1	7
		Total	72	3.83	1.51	0.18	3.48	4.19	1	7
Ability to negotiate with civilian sources for resources and assistance	Importance	Administrator	7	5.00	0.82	0.31	4.24	5.76	4	6
		CC/Administrator	15	5.33	1.23	0.32	4.65	6.02	3	7
		Commander	15	4.87	0.99	0.26	4.32	5.42	3	7
		Staff	37	5.35	1.11	0.18	4.98	5.72	3	7
		Total	74	5.22	1.09	0.13	4.96	5.47	3	7
	Preparedness	Administrator	7	2.86	1.95	0.74	1.05	4.66	1	6
		CC/Administrator	15	3.93	1.33	0.34	3.19	4.67	1	6
		Commander	15	3.73	1.79	0.46	2.74	4.73	1	7
		Staff	35	4.06	1.55	0.26	3.52	4.59	1	7
		Total	72	3.85	1.61	0.19	3.47	4.22	1	7
Ability to develop, exercise, and deploy emergency response teams	Importance	Administrator	7	5.43	0.79	0.30	4.70	6.16	4	6
		CC/Administrator	15	5.73	1.03	0.27	5.16	6.31	4	7
		Commander	15	4.87	0.99	0.26	4.32	5.42	3	7
		Staff	37	5.57	1.12	0.18	5.19	5.94	3	7
		Total	74	5.45	1.07	0.12	5.20	5.69	3	7
	Preparedness	Administrator	7	3.43	1.90	0.72	1.67	5.19	1	6
		CC/Administrator	15	4.20	1.57	0.40	3.33	5.07	1	7
		Commander	15	3.60	1.84	0.48	2.58	4.62	1	6
		Staff	35	4.20	1.18	0.20	3.79	4.61	1	7
		Total	72	4.00	1.49	0.18	3.65	4.35	1	7
Knowledge of theory/philosophy of the Incident Command System (ICS)/NDMS/FEMA	Importance	Administrator	7	4.43	1.40	0.53	3.14	5.72	2	6

		CC/Administrator	15	4.60	1.24	0.32	3.91	5.29	3	7
		Commander	15	4.27	1.10	0.28	3.66	4.88	2	6
		Staff	37	4.78	1.27	0.21	4.36	5.21	3	7
		Total	74	4.61	1.24	0.14	4.32	4.89	2	7
	Preparedness	Administrator	6	2.17	2.04	0.83	0.02	4.31	1	6
		CC/Administrator	15	3.53	1.30	0.34	2.81	4.25	1	6
		Commander	15	2.13	1.19	0.31	1.48	2.79	1	4
		Staff	35	3.66	1.06	0.18	3.29	4.02	1	6
		Total	71	3.18	1.39	0.16	2.85	3.51	1	6
Knowledge of WMD (deployment, detection, treatment, & response)	Importance	Administrator	7	5.86	0.69	0.26	5.22	6.50	5	7
		CC/Administrator	15	5.40	1.06	0.27	4.82	5.98	3	7
		Commander	15	5.20	0.77	0.20	4.77	5.63	4	6
		Staff	37	5.19	1.20	0.20	4.79	5.59	3	7
		Total	74	5.30	1.06	0.12	5.05	5.54	3	7
	Preparedness	Administrator	7	3.71	2.06	0.78	1.81	5.62	1	6
		CC/Administrator	15	4.53	1.46	0.38	3.73	5.34	1	7
		Commander	15	3.40	1.24	0.32	2.71	4.09	1	5
		Staff	35	3.89	1.23	0.21	3.46	4.31	1	7
		Total	72	3.90	1.40	0.16	3.57	4.23	1	7
Knowledge of homeland security issues	Importance	Administrator	7	5.57	1.13	0.43	4.52	6.62	4	7
		CC/Administrator	15	5.00	1.20	0.31	4.34	5.66	3	7
		Commander	15	5.00	1.07	0.28	4.41	5.59	3	6
		Staff	37	5.35	1.21	0.20	4.95	5.75	3	7
		Total	74	5.23	1.17	0.14	4.96	5.50	3	7
	Preparedness	Administrator	7	2.86	2.27	0.86	0.76	4.95	1	6
		CC/Administrator	15	4.20	1.66	0.43	3.28	5.12	1	7
		Commander	15	3.00	1.51	0.39	2.16	3.84	1	6
		Staff	35	3.77	1.57	0.27	3.23	4.31	1	6
		Total	72	3.61	1.68	0.20	3.22	4.01	1	7
Financial analysis/forecasting and accounting skills (balance sheet, statement of cash flow, financial ratios)	Importance	Administrator	7	5.71	1.11	0.42	4.69	6.74	4	7
		CC/Administrator	15	5.67	0.98	0.25	5.13	6.21	4	7
		Commander	15	5.20	0.94	0.24	4.68	5.72	4	7
		Staff	37	5.22	1.23	0.20	4.81	5.63	3	7

		Total	74	5.35	1.12	0.13	5.09	5.61	3	7
	Preparedness	Administrator	7	4.14	1.46	0.55	2.79	5.50	2	6
		CC/Administrator	15	4.60	1.24	0.32	3.91	5.29	2	7
		Commander	15	4.13	1.81	0.47	3.13	5.13	1	6
		Staff	35	4.51	1.27	0.21	4.08	4.95	1	7
		Total	72	4.42	1.39	0.16	4.09	4.74	1	7
Knowledge of AF and AFMS financial planning	Importance	Administrator	7	6.14	0.69	0.26	5.50	6.78	5	7
		CC/Administrator	15	5.60	0.83	0.21	5.14	6.06	4	7
		Commander	15	5.40	0.91	0.24	4.90	5.90	4	7
		Staff	37	5.46	1.04	0.17	5.11	5.81	3	7
		Total	74	5.54	0.95	0.11	5.32	5.76	3	7
	Preparedness	Administrator	7	3.86	2.04	0.77	1.97	5.74	1	7
		CC/Administrator	15	4.40	1.45	0.38	3.59	5.21	1	7
		Commander	15	4.00	1.56	0.40	3.14	4.86	1	7
		Staff	35	4.51	0.98	0.17	4.18	4.85	3	7
		Total	72	4.32	1.33	0.16	4.01	4.63	1	7
Knowledge of revised financing	Importance	Administrator	7	5.86	1.07	0.40	4.87	6.85	4	7
		CC/Administrator	15	5.53	0.92	0.24	5.03	6.04	4	7
		Commander	15	5.00	1.20	0.31	4.34	5.66	2	7
		Staff	37	5.27	1.12	0.18	4.90	5.64	3	7
		Total	74	5.32	1.10	0.13	5.07	5.58	2	7
	Preparedness	Administrator	7	3.14	2.34	0.88	0.98	5.31	1	7
		CC/Administrator	15	3.80	1.32	0.34	3.07	4.53	1	6
		Commander	14	3.14	1.61	0.43	2.21	4.07	1	6
		Staff	35	3.71	1.56	0.26	3.18	4.25	1	7
		Total	71	3.56	1.60	0.19	3.18	3.94	1	7
Knowledge of financial trends in healthcare	Importance	Administrator	7	5.43	1.13	0.43	4.38	6.48	4	7
		CC/Administrator	15	4.93	0.96	0.25	4.40	5.47	4	7
		Commander	15	4.67	0.98	0.25	4.13	5.21	3	6
		Staff	37	5.14	1.11	0.18	4.77	5.51	3	7
		Total	74	5.03	1.06	0.12	4.78	5.27	3	7
	Preparedness	Administrator	7	4.00	1.53	0.58	2.59	5.41	2	6
		CC/Administrator	15	4.00	1.56	0.40	3.14	4.86	1	6
		Commander	15	3.40	1.72	0.45	2.45	4.35	1	7

		Staff	35	4.17	1.60	0.27	3.62	4.72	1	7
		Total	72	3.96	1.60	0.19	3.58	4.34	1	7
Ability to determine optimal mix of care (direct/network)	Importance	Administrator	7	5.71	1.11	0.42	4.69	6.74	4	7
		CC/Administrator	15	5.60	1.06	0.27	5.02	6.18	4	7
		Commander	14	5.43	1.09	0.29	4.80	6.06	3	7
		Staff	36	5.39	1.15	0.19	5.00	5.78	3	7
		Total	72	5.47	1.10	0.13	5.21	5.73	3	7
	Preparedness	Administrator	7	3.43	2.07	0.78	1.51	5.34	1	7
		CC/Administrator	15	3.73	1.22	0.32	3.06	4.41	1	6
		Commander	14	3.07	1.82	0.49	2.02	4.12	1	7
		Staff	34	4.24	1.42	0.24	3.74	4.73	1	7
		Total	70	3.81	1.57	0.19	3.44	4.19	1	7
Ability to accurately project return on investment (ROI)	Importance	Administrator	7	5.14	0.90	0.34	4.31	5.97	4	7
		CC/Administrator	14	5.07	1.21	0.32	4.37	5.77	3	7
		Commander	15	4.93	1.16	0.30	4.29	5.58	4	7
		Staff	37	5.19	1.08	0.18	4.83	5.55	3	7
		Total	73	5.11	1.09	0.13	4.86	5.36	3	7
	Preparedness	Administrator	7	3.71	1.98	0.75	1.89	5.54	1	7
		CC/Administrator	14	3.79	1.85	0.49	2.72	4.85	1	7
		Commander	15	3.60	1.72	0.45	2.65	4.55	1	7
		Staff	35	4.20	1.37	0.23	3.73	4.67	1	7
		Total	71	3.94	1.59	0.19	3.57	4.32	1	7
Basic budgeting skills (development, tracking, & execution)	Importance	Administrator	7	6.14	0.90	0.34	5.31	6.97	5	7
		CC/Administrator	15	5.87	0.83	0.22	5.40	6.33	4	7
		Commander	15	5.93	0.96	0.25	5.40	6.47	4	7
		Staff	37	5.76	0.95	0.16	5.44	6.08	4	7
		Total	74	5.85	0.92	0.11	5.64	6.06	4	7
	Preparedness	Administrator	7	4.86	1.07	0.40	3.87	5.85	4	7
		CC/Administrator	15	4.67	1.59	0.41	3.79	5.55	1	7
		Commander	15	4.67	1.76	0.45	3.69	5.64	1	7
		Staff	35	4.83	0.98	0.17	4.49	5.17	4	7
		Total	72	4.76	1.29	0.15	4.46	5.07	1	7

Knowledge of EEICs, PECs, MEPRS, EAS IV, and TPOCS	Importance	Administrator	7	5.71	1.11	0.42	4.69	6.74	4	7
		CC/Administrator	15	5.67	0.90	0.23	5.17	6.16	4	7
		Commander	15	5.20	1.01	0.26	4.64	5.76	3	7
		Staff	37	5.22	0.95	0.16	4.90	5.53	3	7
		Total	74	5.35	0.97	0.11	5.13	5.58	3	7
	Preparedness	Administrator	7	4.14	1.86	0.70	2.42	5.87	1	7
		CC/Administrator	15	4.07	1.71	0.44	3.12	5.01	1	7
		Commander	15	4.40	1.35	0.35	3.65	5.15	3	7
		Staff	35	4.43	1.33	0.23	3.97	4.89	1	7
		Total	72	4.32	1.45	0.17	3.98	4.66	1	7
Knowledge of the Program Objective Memorandum (POM) process	Importance	Administrator	7	5.14	0.90	0.34	4.31	5.97	4	6
		CC/Administrator	15	4.80	0.77	0.20	4.37	5.23	4	7
		Commander	15	4.80	1.47	0.38	3.98	5.62	2	7
		Staff	37	5.19	1.10	0.18	4.82	5.56	3	7
		Total	74	5.03	1.11	0.13	4.77	5.28	2	7
	Preparedness	Administrator	7	3.14	1.35	0.51	1.90	4.39	1	5
		CC/Administrator	15	3.20	1.42	0.37	2.41	3.99	1	6
		Commander	15	3.27	1.67	0.43	2.34	4.19	1	7
		Staff	35	3.66	1.51	0.26	3.14	4.18	1	6
		Total	72	3.43	1.50	0.18	3.08	3.78	1	7
CA, ECA, CCA, and break-even analysis skills	Importance	Administrator	7	5.86	0.90	0.34	5.03	6.69	5	7
		CC/Administrator	15	5.53	0.92	0.24	5.03	6.04	4	7
		Commander	15	5.00	1.41	0.37	4.22	5.78	2	7
		Staff	37	5.38	0.92	0.15	5.07	5.69	3	7
		Total	74	5.38	1.04	0.12	5.14	5.62	2	7
	Preparedness	Administrator	7	4.43	1.51	0.57	3.03	5.83	3	7
		CC/Administrator	15	3.53	1.41	0.36	2.75	4.31	1	6
		Commander	15	3.33	1.63	0.42	2.43	4.24	1	6
		Staff	35	3.91	1.70	0.29	3.33	4.50	1	7
		Total	72	3.76	1.61	0.19	3.38	4.14	1	7
Knowledge of statistics	Importance	Administrator	7	5.57	0.79	0.30	4.84	6.30	5	7
		CC/Administrator	15	4.73	1.28	0.33	4.02	5.44	3	7
		Commander	15	4.73	0.70	0.18	4.34	5.12	4	6

		Staff	37	4.76	0.86	0.14	4.47	5.04	3	6
		Total	74	4.82	0.94	0.11	4.61	5.04	3	7
	Preparedness	Administrator	7	3.86	1.46	0.55	2.50	5.21	1	5
		CC/Administrator	15	3.67	1.76	0.45	2.69	4.64	1	6
		Commander	15	3.73	1.53	0.40	2.88	4.58	1	6
		Staff	35	4.14	1.33	0.23	3.69	4.60	1	6
		Total	72	3.93	1.47	0.17	3.59	4.28	1	6
Cost analysis skills	Importance	Administrator	7	5.86	0.90	0.34	5.03	6.69	5	7
		CC/Administrator	15	5.60	0.91	0.24	5.10	6.10	4	7
		Commander	15	5.13	1.19	0.31	4.48	5.79	3	7
		Staff	37	5.35	1.01	0.17	5.02	5.69	4	7
		Total	74	5.41	1.02	0.12	5.17	5.64	3	7
	Preparedness	Administrator	7	4.29	0.76	0.29	3.59	4.98	3	5
		CC/Administrator	15	3.93	1.75	0.45	2.96	4.90	1	6
		Commander	15	3.73	1.62	0.42	2.83	4.63	1	6
		Staff	35	4.26	1.58	0.27	3.72	4.80	1	7
		Total	72	4.08	1.55	0.18	3.72	4.45	1	7
Knowledge of fixed, variable, direct, indirect, and marginal costs and allocation	Importance	Administrator	7	5.57	1.13	0.43	4.52	6.62	4	7
		CC/Administrator	15	5.27	0.96	0.25	4.73	5.80	4	7
		Commander	15	4.67	1.23	0.32	3.98	5.35	2	7
		Staff	37	5.19	0.94	0.15	4.88	5.50	4	7
		Total	74	5.14	1.04	0.12	4.89	5.38	2	7
	Preparedness	Administrator	7	3.86	1.46	0.55	2.50	5.21	1	5
		CC/Administrator	15	3.87	1.51	0.39	3.03	4.70	1	6
		Commander	15	3.33	1.63	0.42	2.43	4.24	1	6
		Staff	35	4.06	1.70	0.29	3.47	4.64	1	7
		Total	72	3.85	1.62	0.19	3.47	4.23	1	7
Knowledge of reimbursement methodologies	Importance	Administrator	7	5.71	0.76	0.29	5.02	6.41	5	7
		CC/Administrator	14	5.29	0.91	0.24	4.76	5.81	4	7
		Commander	15	4.73	0.96	0.25	4.20	5.27	3	6
		Staff	37	5.19	1.00	0.16	4.86	5.52	3	7
		Total	73	5.16	0.97	0.11	4.94	5.39	3	7
	Preparedness	Administrator	7	4.00	1.83	0.69	2.31	5.69	1	7
		CC/Administrator	14	3.71	1.49	0.40	2.85	4.57	1	6

		Commander	15	3.53	1.60	0.41	2.65	4.42	1	6
		Staff	35	3.89	1.66	0.28	3.32	4.46	1	7
		Total	71	3.79	1.60	0.19	3.41	4.17	1	7
Knowledge of coding practices/billing procedures	Importance	Administrator	7	5.43	0.98	0.37	4.53	6.33	4	7
		CC/Administrator	15	5.33	0.98	0.25	4.79	5.87	4	7
		Commander	15	5.20	0.94	0.24	4.68	5.72	3	6
		Staff	37	5.08	1.23	0.20	4.67	5.49	2	7
		Total	74	5.19	1.09	0.13	4.94	5.44	2	7
	Preparedness	Administrator	7	2.86	1.46	0.55	1.50	4.21	1	5
		CC/Administrator	15	3.07	1.53	0.40	2.22	3.92	1	6
		Commander	15	3.60	1.50	0.39	2.77	4.43	1	6
		Staff	35	3.34	1.57	0.27	2.80	3.88	1	6
		Total	72	3.29	1.52	0.18	2.93	3.65	1	6
Knowledge of decision support systems	Importance	Administrator	7	5.43	0.98	0.37	4.53	6.33	4	7
		CC/Administrator	15	4.93	0.70	0.18	4.54	5.32	4	6
		Commander	15	5.00	0.85	0.22	4.53	5.47	3	6
		Staff	37	5.16	0.96	0.16	4.84	5.48	3	7
		Total	74	5.11	0.88	0.10	4.90	5.31	3	7
	Preparedness	Administrator	7	4.14	1.21	0.46	3.02	5.27	3	6
		CC/Administrator	15	3.87	1.41	0.36	3.09	4.65	1	6
		Commander	15	3.67	1.68	0.43	2.74	4.59	1	6
		Staff	35	3.89	1.59	0.27	3.34	4.43	1	7
		Total	72	3.86	1.51	0.18	3.51	4.22	1	7
Ability to use systems and software effectively	Importance	Administrator	7	5.71	0.76	0.29	5.02	6.41	5	7
		CC/Administrator	15	5.80	0.86	0.22	5.32	6.28	5	7
		Commander	15	5.73	0.70	0.18	5.34	6.12	5	7
		Staff	37	5.73	0.87	0.14	5.44	6.02	4	7
		Total	74	5.74	0.81	0.09	5.56	5.93	4	7
	Preparedness	Administrator	7	5.29	0.95	0.36	4.41	6.17	4	7
		CC/Administrator	15	4.87	1.60	0.41	3.98	5.75	1	7
		Commander	15	5.20	1.37	0.35	4.44	5.96	3	7
		Staff	35	5.11	1.18	0.20	4.71	5.52	3	7
		Total	72	5.10	1.28	0.15	4.80	5.40	1	7

Ability to leverage existing technology to benefit AFMS	Importance	Administrator	7	5.29	0.76	0.29	4.59	5.98	4	6
		CC/Administrator	15	5.47	0.99	0.26	4.92	6.02	4	7
		Commander	15	5.47	0.83	0.22	5.00	5.93	4	7
		Staff	37	5.49	1.12	0.18	5.11	5.86	3	7
		Total	74	5.46	1.00	0.12	5.23	5.69	3	7
	Preparedness	Administrator	7	4.00	0.82	0.31	3.24	4.76	3	5
		CC/Administrator	15	4.60	1.40	0.36	3.82	5.38	1	6
		Commander	15	4.67	1.29	0.33	3.95	5.38	2	6
		Staff	35	4.20	1.30	0.22	3.75	4.65	1	7
		Total	72	4.36	1.28	0.15	4.06	4.66	1	7
Knowledge/data management, data integration, and information development skills	Importance	Administrator	7	5.29	1.38	0.52	4.01	6.56	4	7
		CC/Administrator	15	5.60	0.91	0.24	5.10	6.10	4	7
		Commander	15	5.47	0.99	0.26	4.92	6.02	4	7
		Staff	37	5.49	1.15	0.19	5.10	5.87	3	7
		Total	74	5.49	1.08	0.13	5.24	5.74	3	7
	Preparedness	Administrator	7	3.57	1.81	0.69	1.90	5.25	1	5
		CC/Administrator	15	4.47	1.46	0.38	3.66	5.27	1	6
		Commander	15	4.40	1.18	0.31	3.74	5.06	3	6
		Staff	35	4.31	1.57	0.26	3.78	4.85	1	7
		Total	72	4.29	1.49	0.18	3.94	4.64	1	7
Knowledge of industry standards	Importance	Administrator	7	4.86	1.35	0.51	3.61	6.10	3	7
		CC/Administrator	15	4.67	1.18	0.30	4.02	5.32	3	7
		Commander	15	4.67	0.72	0.19	4.27	5.07	4	6
		Staff	36	4.72	0.97	0.16	4.39	5.05	3	7
		Total	73	4.71	0.99	0.12	4.48	4.94	3	7
	Preparedness	Administrator	7	3.43	1.72	0.65	1.84	5.02	1	5
		CC/Administrator	15	3.80	1.61	0.42	2.91	4.69	1	6
		Commander	15	4.27	1.49	0.38	3.44	5.09	1	6
		Staff	34	4.00	1.56	0.27	3.46	4.54	1	6
		Total	71	3.96	1.55	0.18	3.59	4.33	1	6
Ability to access accurately IM/IT needs	Importance	Administrator	7	4.86	0.90	0.34	4.03	5.69	4	6
		CC/Administrator	15	5.13	0.99	0.26	4.58	5.68	4	7
		Commander	15	5.40	0.91	0.24	4.90	5.90	4	7

		Staff	37	5.32	0.88	0.15	5.03	5.62	3	7
		Total	74	5.26	0.91	0.11	5.05	5.47	3	7
	Preparedness	Administrator	7	4.00	1.53	0.58	2.59	5.41	1	5
		CC/Administrator	15	4.13	1.46	0.38	3.33	4.94	1	6
		Commander	15	4.73	1.10	0.28	4.12	5.34	3	6
		Staff	35	4.26	1.69	0.29	3.68	4.84	1	7
		Total	72	4.31	1.51	0.18	3.95	4.66	1	7
Knowledge of USAF/DoD technology acquisition process	Importance	Administrator	7	3.86	1.35	0.51	2.61	5.10	2	6
		CC/Administrator	15	4.33	1.29	0.33	3.62	5.05	3	7
		Commander	15	4.27	1.22	0.32	3.59	4.94	2	6
		Staff	37	4.49	1.02	0.17	4.15	4.83	2	6
		Total	74	4.35	1.14	0.13	4.09	4.62	2	7
	Preparedness	Administrator	7	3.71	1.38	0.52	2.44	4.99	1	5
		CC/Administrator	15	3.67	1.68	0.43	2.74	4.59	1	6
		Commander	15	3.67	1.88	0.48	2.63	4.71	1	7
		Staff	35	3.60	1.54	0.26	3.07	4.13	1	6
		Total	72	3.64	1.59	0.19	3.26	4.01	1	7
Data analysis skills	Importance	Administrator	7	5.86	1.35	0.51	4.61	7.10	4	7
		CC/Administrator	15	6.13	0.92	0.24	5.63	6.64	5	7
		Commander	15	5.87	0.83	0.22	5.40	6.33	5	7
		Staff	36	5.75	0.84	0.14	5.47	6.03	4	7
		Total	73	5.86	0.90	0.11	5.65	6.07	4	7
	Preparedness	Administrator	7	4.86	1.35	0.51	3.61	6.10	3	7
		CC/Administrator	15	4.73	1.53	0.40	3.88	5.58	1	7
		Commander	15	4.33	1.63	0.42	3.43	5.24	1	6
		Staff	34	4.47	1.56	0.27	3.93	5.02	1	7
		Total	71	4.54	1.53	0.18	4.17	4.90	1	7
Excel, Access, and Business Objects skills	Importance	Administrator	7	5.29	0.95	0.36	4.41	6.17	4	7
		CC/Administrator	15	5.13	0.74	0.19	4.72	5.54	4	6
		Commander	15	5.20	0.56	0.14	4.89	5.51	4	6
		Staff	36	5.25	1.00	0.17	4.91	5.59	4	7
		Total	73	5.22	0.85	0.10	5.02	5.42	4	7
	Preparedness	Administrator	7	4.86	1.07	0.40	3.87	5.85	3	6
		CC/Administrator	15	3.87	1.41	0.36	3.09	4.65	1	6
		Commander	15	4.67	1.63	0.42	3.76	5.57	1	7

		Staff	34	4.59	1.91	0.33	3.92	5.25	1	7
		Total	71	4.48	1.69	0.20	4.08	4.88	1	7
Knowledge of data mining and extraction tools (CHCS, M2, MCFAS, etc	Importance	Administrator	7	5.43	0.98	0.37	4.53	6.33	4	7
		CC/Administrator	15	5.40	0.74	0.19	4.99	5.81	4	7
		Commander	15	5.27	0.88	0.23	4.78	5.76	4	7
		Staff	35	5.23	1.06	0.18	4.86	5.59	3	7
		Total	72	5.29	0.94	0.11	5.07	5.51	3	7
	Preparedness	Administrator	7	3.00	1.53	0.58	1.59	4.41	1	5
		CC/Administrator	15	3.40	1.96	0.51	2.32	4.48	1	6
		Commander	15	4.33	1.76	0.45	3.36	5.31	1	7
		Staff	33	3.64	1.69	0.29	3.04	4.24	1	7
		Total	70	3.67	1.76	0.21	3.25	4.09	1	7
Ability to create relative information from data	Importance	Administrator	7	5.57	1.13	0.43	4.52	6.62	4	7
		CC/Administrator	15	5.80	0.94	0.24	5.28	6.32	4	7
		Commander	15	5.73	0.88	0.23	5.24	6.22	4	7
		Staff	36	5.92	0.81	0.13	5.64	6.19	4	7
		Total	73	5.82	0.87	0.10	5.62	6.03	4	7
	Preparedness	Administrator	7	3.14	1.77	0.67	1.50	4.78	1	5
		CC/Administrator	15	3.73	1.94	0.50	2.66	4.81	1	6
		Commander	15	4.13	1.55	0.40	3.27	4.99	1	6
		Staff	34	4.50	1.96	0.34	3.82	5.18	1	7
		Total	71	4.13	1.87	0.22	3.68	4.57	1	7
Metric development skills	Importance	Administrator	7	5.29	1.11	0.42	4.26	6.31	4	7
		CC/Administrator	15	5.53	0.83	0.22	5.07	6.00	4	7
		Commander	14	5.21	0.58	0.15	4.88	5.55	4	6
		Staff	36	5.14	0.87	0.14	4.85	5.43	3	7
		Total	72	5.25	0.83	0.10	5.05	5.45	3	7
	Preparedness	Administrator	7	4.43	1.27	0.48	3.25	5.61	3	6
		CC/Administrator	15	3.93	1.53	0.40	3.08	4.78	1	7
		Commander	14	4.00	1.62	0.43	3.07	4.93	1	6
		Staff	34	4.24	1.65	0.28	3.66	4.81	1	7
		Total	70	4.14	1.56	0.19	3.77	4.52	1	7
Knowledge of P2R2	Importance	Administrator	7	5.00	1.41	0.53	3.69	6.31	3	7
		CC/Administrator	15	5.27	0.96	0.25	4.73	5.80	3	6

		Commander	15	5.27	0.70	0.18	4.88	5.66	4	6
		Staff	36	4.69	0.98	0.16	4.36	5.03	3	7
		Total	73	4.96	0.99	0.12	4.73	5.19	3	7
	Preparedness	Administrator	7	4.71	0.76	0.29	4.02	5.41	4	6
		CC/Administrator	15	4.13	1.51	0.39	3.30	4.97	1	6
		Commander	15	4.00	1.41	0.37	3.22	4.78	1	6
		Staff	34	4.35	1.12	0.19	3.96	4.75	1	7
		Total	71	4.27	1.24	0.15	3.97	4.56	1	7
Knowledge of systems architecture	Importance	Administrator	7	3.71	1.11	0.42	2.69	4.74	2	5
		CC/Administrator	15	4.13	0.99	0.26	3.58	4.68	3	6
		Commander	15	3.93	0.88	0.23	3.44	4.42	2	5
		Staff	36	4.36	0.80	0.13	4.09	4.63	3	7
		Total	73	4.16	0.90	0.11	3.95	4.37	2	7
	Preparedness	Administrator	7	3.71	1.38	0.52	2.44	4.99	1	5
		CC/Administrator	15	3.60	1.68	0.43	2.67	4.53	1	7
		Commander	15	3.27	1.44	0.37	2.47	4.06	1	6
		Staff	34	3.91	1.42	0.24	3.42	4.41	1	7
		Total	71	3.69	1.47	0.17	3.34	4.04	1	7
Web-page development skills	Importance	Administrator	7	3.86	1.21	0.46	2.73	4.98	2	6
		CC/Administrator	14	3.93	0.83	0.22	3.45	4.41	3	5
		Commander	15	3.93	0.80	0.21	3.49	4.38	2	5
		Staff	36	3.92	0.87	0.15	3.62	4.21	2	7
		Total	72	3.92	0.87	0.10	3.71	4.12	2	7
	Preparedness	Administrator	7	3.43	1.90	0.72	1.67	5.19	1	6
		CC/Administrator	14	3.14	1.41	0.38	2.33	3.95	1	6
		Commander	14	3.29	1.33	0.35	2.52	4.05	1	5
		Staff	34	3.62	1.41	0.24	3.12	4.11	1	7
		Total	69	3.43	1.43	0.17	3.09	3.78	1	7
Knowledge of interconnectivity and interactivity of systems (interface)	Importance	Administrator	7	4.14	1.21	0.46	3.02	5.27	3	6
		CC/Administrator	15	4.53	1.13	0.29	3.91	5.16	3	7
		Commander	15	4.07	1.10	0.28	3.46	4.68	2	6
		Staff	36	4.47	0.84	0.14	4.19	4.76	3	7
		Total	73	4.37	0.99	0.12	4.14	4.60	2	7
	Preparedness	Administrator	7	4.29	1.11	0.42	3.26	5.31	3	6
		CC/Administrator	15	3.20	1.78	0.46	2.21	4.19	1	7

		Commander	14	3.93	0.83	0.22	3.45	4.41	2	6
		Staff	34	3.26	1.60	0.27	2.71	3.82	1	7
		Total	70	3.49	1.50	0.18	3.13	3.84	1	7
Network managment skills	Importance	Administrator	7	4.00	1.41	0.53	2.69	5.31	2	6
		CC/Administrator	15	4.53	1.30	0.34	3.81	5.25	3	7
		Commander	15	4.07	1.39	0.36	3.30	4.83	2	6
		Staff	36	4.25	1.02	0.17	3.90	4.60	2	7
		Total	73	4.25	1.19	0.14	3.97	4.52	2	7
	Preparedness	Administrator	7	3.71	1.60	0.61	2.23	5.20	1	6
		CC/Administrator	15	3.40	1.68	0.43	2.47	4.33	1	7
		Commander	14	4.00	1.41	0.38	3.18	4.82	1	6
		Staff	34	3.18	1.59	0.27	2.62	3.73	1	6
		Total	70	3.44	1.58	0.19	3.07	3.82	1	7
Knowledge of HIPAA/USAF Requirements for security and confidentiality	Importance	Administrator	7	6.14	0.90	0.34	5.31	6.97	5	7
		CC/Administrator	15	6.00	1.00	0.26	5.45	6.55	4	7
		Commander	15	5.53	0.52	0.13	5.25	5.82	5	6
		Staff	36	5.58	0.97	0.16	5.26	5.91	3	7
		Total	73	5.71	0.90	0.11	5.50	5.92	3	7
	Preparedness	Administrator	7	2.86	1.95	0.74	1.05	4.66	1	6
		CC/Administrator	15	5.07	1.67	0.43	4.14	5.99	1	7
		Commander	15	4.73	1.03	0.27	4.16	5.31	3	6
		Staff	34	3.82	1.60	0.28	3.26	4.38	1	6
		Total	71	4.18	1.67	0.20	3.79	4.58	1	7
Knowledge of computer and asset security	Importance	Administrator	7	5.43	0.79	0.30	4.70	6.16	4	6
		CC/Administrator	15	5.67	1.18	0.30	5.02	6.32	4	7
		Commander	15	5.60	0.63	0.16	5.25	5.95	5	7
		Staff	36	5.50	1.00	0.17	5.16	5.84	3	7
		Total	73	5.55	0.94	0.11	5.33	5.77	3	7
	Preparedness	Administrator	7	5.00	1.29	0.49	3.81	6.19	3	7
		CC/Administrator	15	5.13	1.19	0.31	4.48	5.79	4	7
		Commander	15	5.13	0.92	0.24	4.63	5.64	4	6
		Staff	34	4.82	1.34	0.23	4.36	5.29	1	7
		Total	71	4.97	1.21	0.14	4.69	5.26	1	7

Time management, organizational, and planning skills	Importance	Administrator	7	6.14	1.07	0.40	5.15	7.13	4	7
		CC/Administrator	15	6.13	0.92	0.24	5.63	6.64	5	7
		Commander	15	6.27	0.70	0.18	5.88	6.66	5	7
		Staff	36	6.36	0.64	0.11	6.14	6.58	5	7
		Total	73	6.27	0.75	0.09	6.10	6.45	4	7
	Preparedness	Administrator	7	4.57	1.27	0.48	3.39	5.75	3	6
		CC/Administrator	15	5.07	1.10	0.28	4.46	5.68	3	7
		Commander	15	4.80	1.08	0.28	4.20	5.40	3	6
		Staff	34	4.85	1.23	0.21	4.42	5.28	1	7
		Total	71	4.86	1.16	0.14	4.58	5.13	1	7
Critical decision making skills	Importance	Administrator	7	6.14	1.07	0.40	5.15	7.13	4	7
		CC/Administrator	15	6.13	0.99	0.26	5.58	6.68	4	7
		Commander	15	5.93	0.59	0.15	5.60	6.26	5	7
		Staff	36	6.44	0.65	0.11	6.22	6.67	5	7
		Total	73	6.25	0.78	0.09	6.07	6.43	4	7
	Preparedness	Administrator	7	4.57	1.27	0.48	3.39	5.75	3	7
		CC/Administrator	15	4.60	1.30	0.34	3.88	5.32	1	6
		Commander	15	4.40	1.35	0.35	3.65	5.15	1	6
		Staff	34	4.65	1.28	0.22	4.20	5.09	3	7
		Total	71	4.58	1.27	0.15	4.28	4.88	1	7
Ability to develop business plans	Importance	Administrator	7	5.43	1.13	0.43	4.38	6.48	4	7
		CC/Administrator	15	5.53	0.92	0.24	5.03	6.04	4	7
		Commander	15	5.33	0.62	0.16	4.99	5.68	4	6
		Staff	35	5.54	0.89	0.15	5.24	5.85	3	7
		Total	72	5.49	0.86	0.10	5.29	5.69	3	7
	Preparedness	Administrator	7	4.00	2.16	0.82	2.00	6.00	1	6
		CC/Administrator	15	4.60	0.83	0.21	4.14	5.06	4	6
		Commander	15	4.33	1.88	0.48	3.29	5.37	1	7
		Staff	33	3.79	1.63	0.28	3.21	4.37	1	6
		Total	70	4.10	1.62	0.19	3.71	4.49	1	7
Ability to multi-task	Importance	Administrator	7	6.00	1.15	0.44	4.93	7.07	4	7
		CC/Administrator	15	6.00	1.00	0.26	5.45	6.55	4	7
		Commander	15	6.33	0.82	0.21	5.88	6.79	5	7
		Staff	36	6.03	1.11	0.18	5.65	6.40	3	7
		Total	73	6.08	1.02	0.12	5.84	6.32	3	7

	Preparedness	Administrator	7	4.86	0.90	0.34	4.03	5.69	4	6
		CC/Administrator	15	5.00	1.20	0.31	4.34	5.66	3	7
		Commander	15	4.73	1.33	0.34	3.99	5.47	3	7
		Staff	34	4.88	1.17	0.20	4.47	5.29	3	7
		Total	71	4.87	1.17	0.14	4.60	5.15	3	7
Ability to conduct effective/productive meetings	Importance	Administrator	7	5.43	1.27	0.48	4.25	6.61	3	7
		CC/Administrator	15	5.60	0.91	0.24	5.10	6.10	4	7
		Commander	15	5.87	0.92	0.24	5.36	6.37	4	7
		Staff	36	5.94	0.86	0.14	5.65	6.24	4	7
		Total	73	5.81	0.92	0.11	5.59	6.02	3	7
	Preparedness	Administrator	7	4.43	1.27	0.48	3.25	5.61	3	6
		CC/Administrator	15	4.80	1.21	0.31	4.13	5.47	3	6
		Commander	15	4.33	1.40	0.36	3.56	5.11	1	6
		Staff	34	4.24	1.62	0.28	3.67	4.80	1	7
		Total	71	4.39	1.45	0.17	4.05	4.74	1	7
Stakeholder analysis skills	Importance	Administrator	7	5.29	0.95	0.36	4.41	6.17	4	6
		CC/Administrator	15	4.73	1.16	0.30	4.09	5.38	3	7
		Commander	14	4.64	0.74	0.20	4.21	5.07	3	6
		Staff	36	5.19	1.01	0.17	4.85	5.54	3	7
		Total	72	5.00	1.01	0.12	4.76	5.24	3	7
	Preparedness	Administrator	7	3.57	1.62	0.61	2.07	5.07	1	6
		CC/Administrator	15	4.20	1.08	0.28	3.60	4.80	1	6
		Commander	14	3.43	1.45	0.39	2.59	4.27	1	6
		Staff	34	4.24	0.92	0.16	3.91	4.56	3	7
		Total	70	4.00	1.18	0.14	3.72	4.28	1	7
Ability to identify and articulate project/program goals, set milestones, and prioritize tasks	Importance	Administrator	7	6.29	1.25	0.47	5.13	7.45	4	7
		CC/Administrator	15	5.80	0.77	0.20	5.37	6.23	5	7
		Commander	15	5.93	0.59	0.15	5.60	6.26	5	7
		Staff	36	6.14	0.76	0.13	5.88	6.40	4	7
		Total	73	6.04	0.79	0.09	5.86	6.23	4	7
	Preparedness	Administrator	7	4.14	1.77	0.67	2.50	5.78	2	7
		CC/Administrator	15	4.93	1.03	0.27	4.36	5.51	3	6
		Commander	15	4.60	1.50	0.39	3.77	5.43	1	6

		Staff	34	4.29	1.80	0.31	3.67	4.92	1	7
		Total	71	4.48	1.59	0.19	4.10	4.86	1	7
Knowledge of lifecycle management	Importance	Administrator	7	5.00	1.41	0.53	3.69	6.31	3	7
		CC/Administrator	15	4.47	0.92	0.24	3.96	4.97	3	7
		Commander	15	4.53	0.74	0.19	4.12	4.94	3	6
		Staff	36	4.83	0.85	0.14	4.55	5.12	3	7
		Total	73	4.71	0.90	0.11	4.50	4.92	3	7
	Preparedness	Administrator	7	4.00	1.91	0.72	2.23	5.77	1	6
		CC/Administrator	15	3.80	1.37	0.35	3.04	4.56	1	6
		Commander	15	3.73	1.03	0.27	3.16	4.31	1	5
		Staff	34	4.18	1.19	0.20	3.76	4.59	1	6
		Total	71	3.99	1.27	0.15	3.69	4.29	1	6
Data synthesis skills	Importance	Administrator	7	5.29	1.11	0.42	4.26	6.31	4	7
		CC/Administrator	15	5.40	0.74	0.19	4.99	5.81	4	6
		Commander	15	4.67	0.90	0.23	4.17	5.16	3	6
		Staff	35	5.11	1.08	0.18	4.74	5.48	2	7
		Total	72	5.10	1.00	0.12	4.86	5.33	2	7
	Preparedness	Administrator	7	4.57	1.81	0.69	2.90	6.25	1	6
		CC/Administrator	15	3.87	1.73	0.45	2.91	4.82	1	6
		Commander	15	3.60	1.50	0.39	2.77	4.43	1	6
		Staff	33	3.82	1.67	0.29	3.23	4.41	1	7
		Total	70	3.86	1.64	0.20	3.47	4.25	1	7
Analytical thinking skills	Importance	Administrator	7	6.29	0.95	0.36	5.41	7.17	5	7
		CC/Administrator	15	6.07	0.88	0.23	5.58	6.56	5	7
		Commander	15	5.73	0.59	0.15	5.40	6.06	5	7
		Staff	35	5.86	0.81	0.14	5.58	6.14	4	7
		Total	72	5.92	0.80	0.09	5.73	6.10	4	7
	Preparedness	Administrator	7	5.00	1.41	0.53	3.69	6.31	3	6
		CC/Administrator	15	4.53	1.77	0.46	3.55	5.51	1	6
		Commander	15	4.20	1.47	0.38	3.38	5.02	1	6
		Staff	33	4.64	1.22	0.21	4.20	5.07	3	7
		Total	70	4.56	1.41	0.17	4.22	4.89	1	7
Situational awareness skills	Importance	Administrator	7	6.00	0.82	0.31	5.24	6.76	5	7
		CC/Administrator	15	5.93	0.88	0.23	5.44	6.42	5	7
		Commander	15	5.73	1.03	0.27	5.16	6.31	4	7
		Staff	35	6.20	0.76	0.13	5.94	6.46	4	7

		Total	72	6.03	0.86	0.10	5.83	6.23	4	7
	Preparedness	Administrator	7	4.14	1.21	0.46	3.02	5.27	2	6
		CC/Administrator	15	4.53	1.30	0.34	3.81	5.25	1	6
		Commander	15	4.47	1.41	0.36	3.69	5.25	1	6
		Staff	33	4.58	1.23	0.21	4.14	5.01	1	6
		Total	70	4.50	1.26	0.15	4.20	4.80	1	6
Customer specific interpersonal communication skills	Importance	Administrator	7	6.00	1.15	0.44	4.93	7.07	4	7
		CC/Administrator	15	5.87	0.83	0.22	5.40	6.33	5	7
		Commander	15	5.87	0.74	0.19	5.46	6.28	5	7
		Staff	35	6.03	0.82	0.14	5.75	6.31	4	7
		Total	72	5.96	0.83	0.10	5.76	6.15	4	7
	Preparedness	Administrator	7	4.71	1.50	0.57	3.33	6.10	2	6
		CC/Administrator	15	5.53	0.83	0.22	5.07	6.00	4	6
		Commander	15	5.20	1.01	0.26	4.64	5.76	4	7
		Staff	33	4.94	1.30	0.23	4.48	5.40	1	7
		Total	70	5.10	1.18	0.14	4.82	5.38	1	7
Ability to promote positive customer service attitudes in subordinates	Importance	Administrator	7	5.57	0.79	0.30	4.84	6.30	4	6
		CC/Administrator	15	5.80	1.15	0.30	5.17	6.43	4	7
		Commander	15	6.33	0.49	0.13	6.06	6.60	6	7
		Staff	35	6.11	0.76	0.13	5.85	6.37	5	7
		Total	72	6.04	0.83	0.10	5.85	6.24	4	7
	Preparedness	Administrator	7	5.14	0.90	0.34	4.31	5.97	4	6
		CC/Administrator	15	5.27	0.96	0.25	4.73	5.80	4	7
		Commander	15	4.67	1.84	0.47	3.65	5.68	1	7
		Staff	33	4.94	1.39	0.24	4.45	5.43	1	7
		Total	70	4.97	1.37	0.16	4.64	5.30	1	7
Knowledge of customer service theories	Importance	Administrator	7	5.00	0.82	0.31	4.24	5.76	4	6
		CC/Administrator	15	4.73	1.03	0.27	4.16	5.31	3	7
		Commander	15	5.13	0.92	0.24	4.63	5.64	4	7
		Staff	34	5.15	0.96	0.16	4.81	5.48	3	7
		Total	71	5.04	0.95	0.11	4.82	5.27	3	7
	Preparedness	Administrator	7	5.14	0.90	0.34	4.31	5.97	4	6
		CC/Administrator	15	5.00	1.41	0.37	4.22	5.78	1	6
		Commander	15	4.40	1.64	0.42	3.49	5.31	1	7

		Staff	32	4.06	1.54	0.27	3.51	4.62	1	6
		Total	69	4.45	1.52	0.18	4.08	4.81	1	7
Ability to provide feedback to promote continuous improvement	Importance	Administrator	7	5.43	0.79	0.30	4.70	6.16	4	6
		CC/Administrator	15	5.40	0.91	0.24	4.90	5.90	4	7
		Commander	15	5.33	0.72	0.19	4.93	5.73	4	6
		Staff	35	5.69	0.87	0.15	5.39	5.98	3	7
		Total	72	5.53	0.84	0.10	5.33	5.72	3	7
	Preparedness	Administrator	7	4.00	1.53	0.58	2.59	5.41	1	6
		CC/Administrator	15	4.67	1.40	0.36	3.89	5.44	1	6
		Commander	15	4.33	1.76	0.45	3.36	5.31	1	6
		Staff	33	4.55	1.18	0.20	4.13	4.96	1	7
		Total	70	4.47	1.38	0.16	4.14	4.80	1	7
Knowledge of clinical quality indicators, quality principles, peer group analysis, and continuous improvement cycle	Importance	Administrator	7	5.00	0.82	0.31	4.24	5.76	4	6
		CC/Administrator	15	5.07	1.22	0.32	4.39	5.74	3	7
		Commander	15	4.73	0.80	0.21	4.29	5.18	3	6
		Staff	35	5.11	0.96	0.16	4.78	5.45	3	7
		Total	72	5.01	0.97	0.11	4.79	5.24	3	7
	Preparedness	Administrator	7	3.57	1.90	0.72	1.81	5.33	1	6
		CC/Administrator	15	4.13	1.60	0.41	3.25	5.02	1	6
		Commander	15	4.07	1.10	0.28	3.46	4.68	1	6
		Staff	33	4.18	1.38	0.24	3.69	4.67	1	6
		Total	70	4.09	1.41	0.17	3.75	4.42	1	6
Ability to demonstrate product differentiation	Importance	Administrator	7	5.00	0.82	0.31	4.24	5.76	4	6
		CC/Administrator	15	5.07	1.22	0.32	4.39	5.74	3	7
		Commander	15	4.73	0.80	0.21	4.29	5.18	3	6
		Staff	35	5.11	0.96	0.16	4.78	5.45	3	7
		Total	72	5.01	0.97	0.11	4.79	5.24	3	7
	Preparedness	Administrator	7	3.57	1.90	0.72	1.81	5.33	1	6
		CC/Administrator	15	4.13	1.60	0.41	3.25	5.02	1	6
		Commander	15	4.07	1.10	0.28	3.46	4.68	1	6
		Staff	33	4.18	1.38	0.24	3.69	4.67	1	6
		Total	70	4.09	1.41	0.17	3.75	4.42	1	6

Marketing strategy and promotion skills	Importance	Administrator	7	5.00	1.00	0.38	4.08	5.92	3	6
		CC/Administrator	15	5.00	1.00	0.26	4.45	5.55	4	7
		Commander	15	5.20	0.86	0.22	4.72	5.68	4	7
		Staff	35	5.17	0.95	0.16	4.84	5.50	3	7
		Total	72	5.13	0.93	0.11	4.91	5.34	3	7
	Preparedness	Administrator	7	3.71	1.60	0.61	2.23	5.20	1	6
		CC/Administrator	15	4.60	1.40	0.36	3.82	5.38	1	6
		Commander	15	3.73	1.33	0.34	2.99	4.47	1	6
		Staff	33	3.88	1.47	0.26	3.36	4.40	1	6
		Total	70	3.99	1.45	0.17	3.64	4.33	1	6
Knowledge of TRICARE initiatives (T-NEX, TRICARE Online)	Importance	Administrator	7	5.86	0.90	0.34	5.03	6.69	5	7
		CC/Administrator	15	5.27	1.10	0.28	4.66	5.88	4	7
		Commander	15	5.67	0.62	0.16	5.32	6.01	5	7
		Staff	35	5.60	0.95	0.16	5.28	5.92	3	7
		Total	72	5.57	0.92	0.11	5.35	5.78	3	7
	Preparedness	Administrator	7	3.14	1.35	0.51	1.90	4.39	1	5
		CC/Administrator	15	4.60	1.35	0.35	3.85	5.35	1	6
		Commander	15	3.73	1.79	0.46	2.74	4.73	1	7
		Staff	33	4.48	1.50	0.26	3.95	5.02	1	7
		Total	70	4.21	1.57	0.19	3.84	4.59	1	7
Knowledge of TRICARE terminology	Importance	Administrator	7	5.86	1.21	0.46	4.73	6.98	4	7
		CC/Administrator	15	5.40	1.18	0.31	4.74	6.06	3	7
		Commander	15	5.20	0.86	0.22	4.72	5.68	4	7
		Staff	35	5.69	0.99	0.17	5.34	6.03	3	7
		Total	72	5.54	1.03	0.12	5.30	5.78	3	7
	Preparedness	Administrator	7	4.86	1.68	0.63	3.31	6.41	2	7
		CC/Administrator	15	4.73	1.44	0.37	3.94	5.53	1	7
		Commander	15	4.47	1.36	0.35	3.72	5.22	1	7
		Staff	33	4.91	1.18	0.21	4.49	5.33	3	7
		Total	70	4.77	1.31	0.16	4.46	5.08	1	7
Knowledge of Bid Price Adjustment/Resource Sharing Agreements	Importance	Administrator	7	5.71	1.11	0.42	4.69	6.74	4	7
		CC/Administrator	14	5.36	1.15	0.31	4.69	6.02	4	7
		Commander	15	4.80	1.15	0.30	4.17	5.43	2	7

		Staff	35	5.23	1.00	0.17	4.88	5.57	3	7
		Total	71	5.21	1.08	0.13	4.96	5.47	2	7
	Preparedness	Administrator	7	4.00	1.63	0.62	2.49	5.51	2	7
		CC/Administrator	14	4.14	1.46	0.39	3.30	4.99	1	7
		Commander	14	3.64	1.74	0.46	2.64	4.65	1	6
		Staff	33	4.09	1.44	0.25	3.58	4.60	1	7
		Total	68	4.00	1.51	0.18	3.64	4.36	1	7
Knowledge of managed care principles and theories	Importance	Administrator	7	5.57	0.98	0.37	4.67	6.47	4	7
		CC/Administrator	15	5.33	0.90	0.23	4.84	5.83	4	7
		Commander	15	5.33	0.82	0.21	4.88	5.79	4	6
		Staff	35	5.51	1.04	0.18	5.16	5.87	3	7
		Total	72	5.44	0.95	0.11	5.22	5.67	3	7
	Preparedness	Administrator	7	4.71	0.76	0.29	4.02	5.41	4	6
		CC/Administrator	15	4.47	1.25	0.32	3.78	5.16	1	6
		Commander	15	4.47	1.41	0.36	3.69	5.25	1	6
		Staff	33	4.64	1.29	0.23	4.18	5.10	1	7
		Total	70	4.57	1.25	0.15	4.27	4.87	1	7
Knowledge of integrated delivery systems and various insurance plans (PPO, HMO)	Importance	Administrator	7	4.14	1.46	0.55	2.79	5.50	1	5
		CC/Administrator	14	4.79	0.97	0.26	4.22	5.35	4	7
		Commander	14	4.57	0.65	0.17	4.20	4.94	4	6
		Staff	34	4.91	1.06	0.18	4.54	5.28	2	7
		Total	69	4.74	1.02	0.12	4.49	4.99	1	7
	Preparedness	Administrator	7	4.14	1.68	0.63	2.59	5.69	1	6
		CC/Administrator	14	4.29	1.27	0.34	3.55	5.02	1	6
		Commander	14	4.14	0.86	0.23	3.64	4.64	3	6
		Staff	32	4.50	1.19	0.21	4.07	4.93	1	6
		Total	67	4.34	1.19	0.15	4.05	4.63	1	6
Knowledge of health needs assessment	Importance	Administrator	7	4.71	0.76	0.29	4.02	5.41	4	6
		CC/Administrator	14	5.07	0.92	0.25	4.54	5.60	4	7
		Commander	15	4.73	0.80	0.21	4.29	5.18	3	6
		Staff	35	4.91	1.01	0.17	4.57	5.26	3	7
		Total	71	4.89	0.92	0.11	4.67	5.10	3	7
	Preparedness	Administrator	7	3.86	1.46	0.55	2.50	5.21	1	5
		CC/Administrator	14	4.00	1.24	0.33	3.28	4.72	1	6

		Commander	15	3.93	0.80	0.21	3.49	4.38	3	6
		Staff	33	4.30	1.02	0.18	3.94	4.66	2	7
		Total	69	4.12	1.06	0.13	3.86	4.37	1	7
Ability to incorporate prevention into general practices	Importance	Administrator	7	3.71	1.25	0.47	2.55	4.87	2	6
		CC/Administrator	15	4.60	1.12	0.29	3.98	5.22	3	7
		Commander	15	5.00	0.85	0.22	4.53	5.47	3	6
		Staff	35	5.03	1.18	0.20	4.62	5.43	3	7
		Total	72	4.81	1.16	0.14	4.53	5.08	2	7
	Preparedness	Administrator	6	4.33	1.75	0.71	2.50	6.17	1	6
		CC/Administrator	15	4.07	1.03	0.27	3.49	4.64	1	6
		Commander	15	3.93	1.39	0.36	3.17	4.70	1	6
		Staff	33	4.33	1.05	0.18	3.96	4.71	3	7
		Total	69	4.19	1.18	0.14	3.91	4.47	1	7
Demand, disease, and utilization management skills	Importance	Administrator	6	4.33	1.21	0.49	3.06	5.60	3	6
		CC/Administrator	14	4.79	0.97	0.26	4.22	5.35	3	7
		Commander	15	4.47	1.25	0.32	3.78	5.16	2	6
		Staff	35	4.86	1.29	0.22	4.42	5.30	2	7
		Total	70	4.71	1.21	0.14	4.43	5.00	2	7
	Preparedness	Administrator	6	3.33	1.37	0.56	1.90	4.77	1	5
		CC/Administrator	14	3.57	0.94	0.25	3.03	4.11	1	5
		Commander	15	3.33	1.59	0.41	2.45	4.21	1	6
		Staff	33	3.94	1.46	0.25	3.42	4.46	1	7
		Total	68	3.68	1.39	0.17	3.34	4.01	1	7
Thorough knowledge of the TRICARE/CHAMPUS benefit package	Importance	Administrator	7	5.57	0.79	0.30	4.84	6.30	5	7
		CC/Administrator	15	5.53	1.25	0.32	4.84	6.22	3	7
		Commander	15	5.33	0.72	0.19	4.93	5.73	4	6
		Staff	35	5.43	1.12	0.19	5.04	5.81	2	7
		Total	72	5.44	1.03	0.12	5.20	5.69	2	7
	Preparedness	Administrator	7	4.71	1.11	0.42	3.69	5.74	3	6
		CC/Administrator	15	4.40	1.24	0.32	3.71	5.09	1	6
		Commander	15	3.87	1.81	0.47	2.87	4.87	1	6
		Staff	33	4.58	1.30	0.23	4.11	5.04	1	7
		Total	70	4.40	1.40	0.17	4.07	4.73	1	7

Understand major regional TRICARE/MCSC rules	Importance	Administrator	7	4.86	0.69	0.26	4.22	5.50	4	6
		CC/Administrator	15	5.20	1.01	0.26	4.64	5.76	4	7
		Commander	15	4.73	1.16	0.30	4.09	5.38	2	6
		Staff	35	5.46	1.04	0.18	5.10	5.81	2	7
		Total	72	5.19	1.06	0.12	4.95	5.44	2	7
	Preparedness	Administrator	7	3.86	0.69	0.26	3.22	4.50	3	5
		CC/Administrator	15	4.20	1.15	0.30	3.57	4.83	1	6
		Commander	14	4.00	1.71	0.46	3.01	4.99	1	6
		Staff	33	4.33	1.24	0.22	3.89	4.77	1	7
		Total	69	4.19	1.28	0.15	3.88	4.49	1	7
Ability to coordinate benefits and special programs (PRK, contact lens) for beneficiaries	Importance	Administrator	7	4.29	0.76	0.29	3.59	4.98	3	5
		CC/Administrator	15	4.60	1.18	0.31	3.94	5.26	3	7
		Commander	15	4.40	1.18	0.31	3.74	5.06	1	6
		Staff	35	5.00	1.19	0.20	4.59	5.41	2	7
		Total	72	4.72	1.17	0.14	4.45	5.00	1	7
	Preparedness	Administrator	7	3.43	1.27	0.48	2.25	4.61	1	5
		CC/Administrator	15	3.93	1.44	0.37	3.14	4.73	1	6
		Commander	14	3.50	1.65	0.44	2.55	4.45	1	6
		Staff	33	4.27	1.35	0.24	3.79	4.75	1	7
		Total	69	3.96	1.44	0.17	3.61	4.30	1	7
Manpower analysis skills	Importance	Administrator	7	6.00	1.00	0.38	5.08	6.92	5	7
		CC/Administrator	15	5.87	0.99	0.26	5.32	6.42	4	7
		Commander	15	5.53	0.74	0.19	5.12	5.94	4	7
		Staff	35	5.46	0.89	0.15	5.15	5.76	3	7
		Total	72	5.61	0.90	0.11	5.40	5.82	3	7
	Preparedness	Administrator	7	3.43	2.30	0.87	1.30	5.55	1	7
		CC/Administrator	15	4.00	1.65	0.43	3.09	4.91	1	6
		Commander	15	4.00	1.73	0.45	3.04	4.96	1	7
		Staff	33	4.48	1.46	0.25	3.97	5.00	1	7
		Total	70	4.17	1.65	0.20	3.78	4.56	1	7
Thorough knowledge of UMD and UMPR	Importance	Administrator	7	5.86	0.69	0.26	5.22	6.50	5	7
		CC/Administrator	15	6.00	0.85	0.22	5.53	6.47	5	7
		Commander	15	5.27	0.88	0.23	4.78	5.76	4	7

			N	Mean	SD	SE	Lower	Upper	Min	Max
		Staff	35	5.34	1.24	0.21	4.92	5.77	2	7
		Total	72	5.51	1.07	0.13	5.26	5.77	2	7
	Preparedness	Administrator	7	4.00	1.73	0.65	2.40	5.60	3	7
		CC/Administrator	15	4.13	1.46	0.38	3.33	4.94	1	6
		Commander	15	4.40	1.88	0.49	3.36	5.44	1	7
		Staff	33	4.24	1.25	0.22	3.80	4.69	1	7
		Total	70	4.23	1.47	0.18	3.88	4.58	1	7
Thorough understanding of the MAPGG and its effects upon the MTF	Importance	Administrator	7	6.29	0.95	0.36	5.41	7.17	5	7
		CC/Administrator	15	6.00	1.00	0.26	5.45	6.55	4	7
		Commander	15	5.73	0.80	0.21	5.29	6.18	4	7
		Staff	35	5.94	1.00	0.17	5.60	6.29	2	7
		Total	72	5.94	0.95	0.11	5.72	6.17	2	7
	Preparedness	Administrator	7	3.57	2.30	0.87	1.45	5.70	1	7
		CC/Administrator	15	3.93	1.53	0.40	3.08	4.78	1	6
		Commander	15	4.13	1.96	0.51	3.05	5.22	1	7
		Staff	33	4.27	1.53	0.27	3.73	4.81	1	7
		Total	70	4.10	1.69	0.20	3.70	4.50	1	7
Knowledge of MSC accession mechanisms	Importance	Administrator	7	4.43	0.53	0.20	3.93	4.92	4	5
		CC/Administrator	15	4.53	0.83	0.22	4.07	5.00	3	6
		Commander	15	4.53	0.83	0.22	4.07	5.00	3	6
		Staff	35	4.57	1.09	0.18	4.20	4.95	2	7
		Total	72	4.54	0.93	0.11	4.32	4.76	2	7
	Preparedness	Administrator	7	4.43	0.79	0.30	3.70	5.16	4	6
		CC/Administrator	15	4.87	1.19	0.31	4.21	5.52	3	7
		Commander	15	4.53	0.99	0.26	3.98	5.08	3	6
		Staff	33	4.48	0.91	0.16	4.16	4.81	3	7
		Total	70	4.57	0.97	0.12	4.34	4.80	3	7
Ability to develop training programs that enhance technical skills and leadership acumen	Importance	Administrator	6	4.67	0.82	0.33	3.81	5.52	3	5
		CC/Administrator	15	5.00	1.07	0.28	4.41	5.59	3	7
		Commander	15	5.07	1.10	0.28	4.46	5.68	2	7
		Staff	35	5.09	1.07	0.18	4.72	5.45	3	7
		Total	71	5.03	1.04	0.12	4.78	5.27	2	7

	Preparedness	Administrator	6	3.50	1.87	0.76	1.54	5.46	1	6
		CC/Administrator	15	4.27	1.10	0.28	3.66	4.88	1	6
		Commander	14	4.29	1.20	0.32	3.59	4.98	1	6
		Staff	33	3.97	1.19	0.21	3.55	4.39	1	7
		Total	68	4.06	1.23	0.15	3.76	4.36	1	7
Ability to promote and attain higher education/PME	Importance	Administrator	7	5.00	0.82	0.31	4.24	5.76	4	6
		CC/Administrator	15	5.67	1.18	0.30	5.02	6.32	3	7
		Commander	15	5.40	0.63	0.16	5.05	5.75	4	6
		Staff	35	5.71	0.99	0.17	5.38	6.05	3	7
		Total	72	5.57	0.96	0.11	5.34	5.80	3	7
	Preparedness	Administrator	7	5.29	1.11	0.42	4.26	6.31	4	7
		CC/Administrator	15	5.13	1.51	0.39	4.30	5.97	1	7
		Commander	15	4.93	0.96	0.25	4.40	5.47	4	6
		Staff	33	5.27	1.10	0.19	4.88	5.66	4	7
		Total	70	5.17	1.15	0.14	4.90	5.45	1	7
Ability to maintain personal competency currency with civilian counterparts	Importance	Administrator	7	5.71	1.38	0.52	4.44	6.99	4	7
		CC/Administrator	15	5.07	1.03	0.27	4.49	5.64	3	7
		Commander	15	4.93	0.96	0.25	4.40	5.47	3	6
		Staff	35	5.23	0.94	0.16	4.90	5.55	3	7
		Total	72	5.18	1.01	0.12	4.94	5.42	3	7
	Preparedness	Administrator	7	4.86	0.90	0.34	4.03	5.69	4	6
		CC/Administrator	15	4.73	1.33	0.34	3.99	5.47	1	6
		Commander	15	4.53	0.99	0.26	3.98	5.08	3	6
		Staff	33	5.18	1.24	0.22	4.74	5.62	3	7
		Total	70	4.91	1.19	0.14	4.63	5.20	1	7
Core competency skills (RMO, logistics, systems,	Importance	Administrator	7	6.14	1.07	0.40	5.15	7.13	4	7
		CC/Administrator	15	6.40	0.91	0.24	5.90	6.90	4	7
		Commander	15	6.07	0.59	0.15	5.74	6.40	5	7
		Staff	35	6.26	0.78	0.13	5.99	6.53	4	7
		Total	72	6.24	0.80	0.09	6.05	6.42	4	7
	Preparedness	Administrator	7	4.29	1.50	0.57	2.90	5.67	2	6
		CC/Administrator	15	4.60	1.35	0.35	3.85	5.35	1	7
		Commander	15	4.67	1.05	0.27	4.09	5.25	3	6

		Staff	33	5.15	1.00	0.17	4.80	5.51	4	7
		Total	70	4.84	1.16	0.14	4.57	5.12	1	7
Knowledge of the military benefit package	Importance	Administrator	7	5.29	1.11	0.42	4.26	6.31	4	7
		CC/Administrator	15	4.33	0.98	0.25	3.79	4.87	3	6
		Commander	15	4.67	0.90	0.23	4.17	5.16	3	6
		Staff	35	4.97	1.01	0.17	4.62	5.32	3	7
		Total	72	4.81	1.02	0.12	4.57	5.04	3	7
	Preparedness	Administrator	7	4.71	1.11	0.42	3.69	5.74	3	6
		CC/Administrator	15	4.93	1.03	0.27	4.36	5.51	4	7
		Commander	15	4.33	1.29	0.33	3.62	5.05	1	6
		Staff	33	4.85	1.15	0.20	4.44	5.26	3	7
		Total	70	4.74	1.15	0.14	4.47	5.02	1	7
Knowledge of civilian personnel issues (hiring, labor relations, etc	Importance	Administrator	7	5.43	0.79	0.30	4.70	6.16	4	6
		CC/Administrator	15	5.00	1.07	0.28	4.41	5.59	4	7
		Commander	15	4.93	0.70	0.18	4.54	5.32	4	6
		Staff	35	5.20	0.87	0.15	4.90	5.50	3	7
		Total	72	5.13	0.87	0.10	4.92	5.33	3	7
	Preparedness	Administrator	7	2.57	1.81	0.69	0.90	4.25	1	6
		CC/Administrator	15	3.67	1.63	0.42	2.76	4.57	1	6
		Commander	15	3.73	1.10	0.28	3.12	4.34	1	5
		Staff	33	3.64	1.65	0.29	3.05	4.22	1	7
		Total	70	3.56	1.57	0.19	3.18	3.93	1	7
Ability to integrate "hired" (civilian, contract) and blue suit workforce rapidly and successfully	Importance	Administrator	7	5.00	1.00	0.38	4.08	5.92	4	6
		CC/Administrator	15	5.20	1.08	0.28	4.60	5.80	4	7
		Commander	15	5.33	0.90	0.23	4.84	5.83	3	7
		Staff	35	5.63	0.88	0.15	5.33	5.93	4	7
		Total	72	5.42	0.95	0.11	5.19	5.64	3	7
	Preparedness	Administrator	7	3.43	1.90	0.72	1.67	5.19	1	6
		CC/Administrator	15	4.67	1.29	0.33	3.95	5.38	1	6
		Commander	15	4.53	0.92	0.24	4.03	5.04	3	6
		Staff	33	4.42	1.23	0.21	3.99	4.86	1	7
		Total	70	4.40	1.28	0.15	4.10	4.70	1	7
Knowledge of personality types	Importance	Administrator	7	4.43	1.27	0.48	3.25	5.61	3	7

		CC/Administrator	15	4.33	0.98	0.25	3.79	4.87	3	6
		Commander	15	4.47	0.83	0.22	4.00	4.93	3	6
		Staff	35	5.06	1.08	0.18	4.69	5.43	3	7
		Total	72	4.72	1.06	0.13	4.47	4.97	3	7
	Preparedness	Administrator	7	4.29	1.98	0.75	2.46	6.11	1	7
		CC/Administrator	15	4.20	1.52	0.39	3.36	5.04	1	6
		Commander	15	4.20	1.21	0.31	3.53	4.87	2	6
		Staff	33	4.21	1.34	0.23	3.74	4.69	1	6
		Total	70	4.21	1.39	0.17	3.88	4.55	1	7
Ability to effectively supervise	Importance	Administrator	6	6.50	0.84	0.34	5.62	7.38	5	7
		CC/Administrator	15	6.47	0.64	0.17	6.11	6.82	5	7
		Commander	15	6.20	0.68	0.17	5.83	6.57	5	7
		Staff	35	6.40	0.74	0.12	6.15	6.65	4	7
		Total	71	6.38	0.70	0.08	6.21	6.55	4	7
	Preparedness	Administrator	6	4.33	1.86	0.76	2.38	6.29	1	6
		CC/Administrator	15	5.20	0.86	0.22	4.72	5.68	4	6
		Commander	15	4.53	1.55	0.40	3.67	5.39	1	6
		Staff	33	4.73	1.04	0.18	4.36	5.10	3	7
		Total	69	4.75	1.22	0.15	4.46	5.05	1	7
Knowledge of AF Assignment Management System	Importance	Administrator	7	6.00	0.58	0.22	5.47	6.53	5	7
		CC/Administrator	15	5.20	0.94	0.24	4.68	5.72	4	7
		Commander	15	4.87	0.52	0.13	4.58	5.15	4	6
		Staff	35	5.29	1.02	0.17	4.94	5.63	3	7
		Total	72	5.25	0.92	0.11	5.03	5.47	3	7
	Preparedness	Administrator	7	5.29	1.11	0.42	4.26	6.31	4	7
		CC/Administrator	15	5.20	1.01	0.26	4.64	5.76	3	6
		Commander	15	4.73	0.96	0.25	4.20	5.27	3	6
		Staff	33	4.85	1.06	0.19	4.47	5.23	3	7
		Total	70	4.94	1.03	0.12	4.70	5.19	3	7
Knowledge of enlisted issues and promotion system	Importance	Administrator	7	5.71	0.95	0.36	4.83	6.59	4	7
		CC/Administrator	15	5.73	1.03	0.27	5.16	6.31	4	7
		Commander	14	5.50	0.52	0.14	5.20	5.80	5	6
		Staff	35	5.97	0.82	0.14	5.69	6.25	4	7
		Total	71	5.80	0.84	0.10	5.60	6.00	4	7

	Preparedness	Administrator	7	3.86	1.77	0.67	2.22	5.50	1	6
		CC/Administrator	15	4.80	1.52	0.39	3.96	5.64	1	7
		Commander	14	4.14	1.51	0.40	3.27	5.02	1	6
		Staff	33	4.21	1.36	0.24	3.73	4.70	1	7
		Total	69	4.29	1.47	0.18	3.94	4.64	1	7
Knowledge of COTR responsibilities	Importance	Administrator	7	4.86	0.90	0.34	4.03	5.69	4	6
		CC/Administrator	15	4.60	1.24	0.32	3.91	5.29	3	7
		Commander	15	4.47	0.99	0.26	3.92	5.02	2	6
		Staff	35	5.11	0.93	0.16	4.79	5.43	3	7
		Total	72	4.85	1.03	0.12	4.61	5.09	2	7
	Preparedness	Administrator	7	2.71	1.50	0.57	1.33	4.10	1	5
		CC/Administrator	15	3.93	1.10	0.28	3.32	4.54	1	6
		Commander	15	3.40	1.45	0.38	2.59	4.21	1	6
		Staff	33	4.12	1.36	0.24	3.64	4.60	1	7
		Total	70	3.79	1.39	0.17	3.45	4.12	1	7
Knowledge of basic contract law	Importance	Administrator	7	4.43	0.98	0.37	3.53	5.33	3	6
		CC/Administrator	15	4.47	1.13	0.29	3.84	5.09	3	7
		Commander	15	4.20	0.77	0.20	3.77	4.63	3	6
		Staff	35	4.57	0.78	0.13	4.30	4.84	3	6
		Total	72	4.46	0.87	0.10	4.25	4.66	3	7
	Preparedness	Administrator	7	3.57	1.51	0.57	2.17	4.97	1	5
		CC/Administrator	15	3.60	1.40	0.36	2.82	4.38	1	6
		Commander	15	3.33	1.45	0.37	2.53	4.13	1	6
		Staff	33	3.58	1.44	0.25	3.07	4.09	1	6
		Total	70	3.53	1.41	0.17	3.19	3.87	1	6
Knowledge of outsourcing vehicles	Importance	Administrator	7	4.43	1.27	0.48	3.25	5.61	2	6
		CC/Administrator	15	5.07	1.03	0.27	4.49	5.64	4	7
		Commander	15	4.87	0.64	0.17	4.51	5.22	4	6
		Staff	35	5.11	0.99	0.17	4.77	5.46	3	7
		Total	72	4.99	0.97	0.11	4.76	5.21	2	7
	Preparedness	Administrator	7	4.00	1.15	0.44	2.93	5.07	3	6
		CC/Administrator	15	3.93	1.58	0.41	3.06	4.81	1	6
		Commander	15	3.40	1.50	0.39	2.57	4.23	1	6
		Staff	33	3.88	1.27	0.22	3.43	4.33	1	6
		Total	70	3.80	1.37	0.16	3.47	4.13	1	6
Ability to read and interpret contracts	Importance	Administrator	7	4.57	1.51	0.57	3.17	5.97	3	7

		CC/Administrator	15	5.00	1.13	0.29	4.37	5.63	3	7
		Commander	15	4.87	0.64	0.17	4.51	5.22	3	6
		Staff	35	5.17	0.98	0.17	4.83	5.51	3	7
		Total	72	5.01	1.01	0.12	4.78	5.25	3	7
	Preparedness	Administrator	7	3.14	1.35	0.51	1.90	4.39	1	5
		CC/Administrator	15	3.53	1.51	0.39	2.70	4.37	1	6
		Commander	15	3.33	1.05	0.27	2.75	3.91	1	5
		Staff	33	3.94	1.50	0.26	3.41	4.47	1	7
		Total	70	3.64	1.40	0.17	3.31	3.98	1	7
Knowledge of the Federal Acquisition Regulation (FAR)	Importance	Administrator	6	4.50	1.05	0.43	3.40	5.60	3	6
		CC/Administrator	15	4.40	1.12	0.29	3.78	5.02	3	7
		Commander	15	4.00	0.93	0.24	3.49	4.51	3	6
		Staff	34	4.85	1.08	0.18	4.48	5.23	2	7
		Total	70	4.54	1.09	0.13	4.28	4.80	2	7
	Preparedness	Administrator	6	3.17	1.47	0.60	1.62	4.71	1	5
		CC/Administrator	15	3.20	1.42	0.37	2.41	3.99	1	6
		Commander	15	2.80	1.32	0.34	2.07	3.53	1	5
		Staff	32	3.31	1.53	0.27	2.76	3.87	1	6
		Total	68	3.16	1.44	0.17	2.81	3.51	1	6
Ability to accurately project positive gain (financial/production) from contract	Importance	Administrator	7	5.14	1.35	0.51	3.90	6.39	3	7
		CC/Administrator	15	5.13	1.06	0.27	4.55	5.72	4	7
		Commander	15	4.73	1.03	0.27	4.16	5.31	2	6
		Staff	35	5.20	0.99	0.17	4.86	5.54	3	7
		Total	72	5.08	1.04	0.12	4.84	5.33	2	7
	Preparedness	Administrator	7	3.29	1.70	0.64	1.71	4.86	1	5
		CC/Administrator	15	3.07	1.71	0.44	2.12	4.01	1	6
		Commander	15	3.53	1.13	0.29	2.91	4.16	1	5
		Staff	33	3.88	1.63	0.28	3.30	4.46	1	7
		Total	70	3.57	1.57	0.19	3.20	3.94	1	7
Effective contract negotiation skills	Importance	Administrator	7	4.71	1.25	0.47	3.55	5.87	3	7
		CC/Administrator	14	4.71	0.99	0.27	4.14	5.29	3	7
		Commander	15	5.13	1.06	0.27	4.55	5.72	3	7
		Staff	35	5.17	1.04	0.18	4.81	5.53	3	7
		Total	71	5.03	1.06	0.13	4.78	5.28	3	7

	Preparedness	Administrator	7	2.57	1.72	0.65	0.98	4.16	1	5
		CC/Administrator	14	3.64	1.65	0.44	2.69	4.59	1	6
		Commander	15	2.73	1.39	0.36	1.97	3.50	1	5
		Staff	33	3.42	1.39	0.24	2.93	3.92	1	6
		Total	69	3.23	1.50	0.18	2.87	3.59	1	6
Ability to correctly identify need for contract	Importance	Administrator	7	5.43	0.98	0.37	4.53	6.33	4	7
		CC/Administrator	14	5.29	0.91	0.24	4.76	5.81	4	7
		Commander	15	5.33	0.62	0.16	4.99	5.68	4	6
		Staff	35	5.40	0.85	0.14	5.11	5.69	4	7
		Total	71	5.37	0.81	0.10	5.17	5.56	4	7
	Preparedness	Administrator	7	3.71	1.38	0.52	2.44	4.99	1	5
		CC/Administrator	14	3.64	1.39	0.37	2.84	4.45	1	6
		Commander	15	3.60	1.45	0.38	2.79	4.41	1	6
		Staff	33	4.30	1.07	0.19	3.92	4.68	1	6
		Total	69	3.96	1.28	0.15	3.65	4.26	1	6
Ability to develop Statement of Work (SOW) and technical criteria for contracts	Importance	Administrator	7	5.00	1.53	0.58	3.59	6.41	3	7
		CC/Administrator	15	5.07	0.88	0.23	4.58	5.56	4	7
		Commander	14	5.07	0.73	0.20	4.65	5.49	4	7
		Staff	34	5.26	1.02	0.18	4.91	5.62	3	7
		Total	70	5.16	0.99	0.12	4.92	5.39	3	7
	Preparedness	Administrator	7	4.14	1.86	0.70	2.42	5.87	1	7
		CC/Administrator	15	3.67	1.68	0.43	2.74	4.59	1	6
		Commander	14	3.14	1.51	0.40	2.27	4.02	1	6
		Staff	32	3.88	1.41	0.25	3.37	4.38	1	6
		Total	68	3.71	1.54	0.19	3.33	4.08	1	7
Request for Bid (RFB) and evaluation skills	Importance	Administrator	7	4.43	0.98	0.37	3.53	5.33	3	6
		CC/Administrator	15	4.47	1.30	0.34	3.75	5.19	3	7
		Commander	15	4.53	1.19	0.31	3.88	5.19	2	7
		Staff	35	4.94	1.03	0.17	4.59	5.30	3	7
		Total	72	4.71	1.12	0.13	4.45	4.97	2	7
	Preparedness	Administrator	7	3.43	1.27	0.48	2.25	4.61	1	5
		CC/Administrator	15	3.27	1.67	0.43	2.34	4.19	1	6
		Commander	14	3.64	1.01	0.27	3.06	4.22	1	5

			N	Mean	SD	SE	Lower	Upper	Min	Max
		Staff	33	3.58	1.46	0.25	3.06	4.09	1	6
		Total	69	3.51	1.39	0.17	3.17	3.84	1	6
Knowledge of various contracting types (fixed price, cost plus, etc	Importance	Administrator	7	5.00	1.00	0.38	4.08	5.92	4	7
		CC/Administrator	15	4.53	1.06	0.27	3.95	5.12	3	7
		Commander	15	4.20	0.86	0.22	3.72	4.68	3	6
		Staff	35	4.89	0.96	0.16	4.55	5.22	3	7
		Total	72	4.68	0.99	0.12	4.45	4.91	3	7
	Preparedness	Administrator	7	3.43	1.27	0.48	2.25	4.61	1	5
		CC/Administrator	15	3.07	1.39	0.36	2.30	3.83	1	6
		Commander	14	3.36	0.93	0.25	2.82	3.89	1	4
		Staff	33	3.33	1.63	0.28	2.75	3.91	1	6
		Total	69	3.29	1.40	0.17	2.95	3.63	1	6
Knowledge of strategic planning tools (SWOT, TOWS, SPACE, Value Chain)	Importance	Administrator	7	4.86	1.07	0.40	3.87	5.85	3	6
		CC/Administrator	15	5.13	0.92	0.24	4.63	5.64	4	7
		Commander	15	4.53	0.74	0.19	4.12	4.94	3	6
		Staff	35	5.06	1.08	0.18	4.69	5.43	3	7
		Total	72	4.94	0.99	0.12	4.71	5.18	3	7
	Preparedness	Administrator	7	3.86	1.57	0.59	2.40	5.31	1	6
		CC/Administrator	15	4.07	1.16	0.30	3.42	4.71	1	6
		Commander	15	3.27	1.03	0.27	2.69	3.84	1	5
		Staff	33	3.70	1.40	0.24	3.20	4.19	1	7
		Total	70	3.70	1.30	0.16	3.39	4.01	1	7
Ability to articulate vision, mission, and strategic plan	Importance	Administrator	7	5.57	0.79	0.30	4.84	6.30	5	7
		CC/Administrator	15	5.67	1.11	0.29	5.05	6.28	4	7
		Commander	15	5.73	0.80	0.21	5.29	6.18	5	7
		Staff	35	5.83	0.98	0.17	5.49	6.17	3	7
		Total	72	5.75	0.95	0.11	5.53	5.97	3	7
	Preparedness	Administrator	7	4.71	0.95	0.36	3.83	5.59	4	6
		CC/Administrator	15	4.40	1.24	0.32	3.71	5.09	1	6
		Commander	15	4.27	0.88	0.23	3.78	4.76	3	6
		Staff	33	4.42	0.97	0.17	4.08	4.77	3	6
		Total	70	4.41	1.00	0.12	4.18	4.65	1	6

Strategic thinking, forecasting, and "big picture" skills	Importance	Administrator	7	5.71	0.95	0.36	4.83	6.59	4	7
		CC/Administrator	15	5.73	0.96	0.25	5.20	6.27	4	7
		Commander	15	5.73	1.03	0.27	5.16	6.31	4	7
		Staff	35	5.97	0.98	0.17	5.63	6.31	4	7
		Total	72	5.85	0.97	0.11	5.62	6.08	4	7
	Preparedness	Administrator	7	3.86	1.86	0.70	2.13	5.58	1	6
		CC/Administrator	15	4.53	1.36	0.35	3.78	5.28	1	6
		Commander	15	4.27	0.70	0.18	3.88	4.66	3	5
		Staff	33	4.73	1.18	0.21	4.31	5.15	3	6
		Total	70	4.50	1.22	0.15	4.21	4.79	1	6
Ability to differentiate between long term and short term planning	Importance	Administrator	7	5.71	0.95	0.36	4.83	6.59	4	7
		CC/Administrator	15	5.47	1.06	0.27	4.88	6.05	4	7
		Commander	15	5.40	0.83	0.21	4.94	5.86	4	7
		Staff	35	5.74	0.78	0.13	5.47	6.01	4	7
		Total	72	5.61	0.86	0.10	5.41	5.81	4	7
	Preparedness	Administrator	7	3.57	1.51	0.57	2.17	4.97	1	6
		CC/Administrator	15	4.53	0.83	0.22	4.07	5.00	4	6
		Commander	15	4.27	0.88	0.23	3.78	4.76	3	6
		Staff	33	4.61	0.90	0.16	4.29	4.92	3	7
		Total	70	4.41	0.99	0.12	4.18	4.65	1	7
Understand the line mission and role	Importance	Administrator	7	5.86	1.46	0.55	4.50	7.21	3	7
		CC/Administrator	14	6.14	0.86	0.23	5.64	6.64	5	7
		Commander	14	6.00	0.96	0.26	5.45	6.55	4	7
		Staff	34	6.18	0.97	0.17	5.84	6.51	3	7
		Total	69	6.10	0.99	0.12	5.86	6.34	3	7
	Preparedness	Administrator	7	5.14	0.90	0.34	4.31	5.97	4	6
		CC/Administrator	14	5.07	1.54	0.41	4.18	5.96	2	7
		Commander	14	4.57	1.28	0.34	3.83	5.31	3	7
		Staff	32	4.34	1.45	0.26	3.82	4.87	1	7
		Total	67	4.63	1.40	0.17	4.28	4.97	1	7
Understand and incorporate AF vision, mission, and values	Importance	Administrator	7	5.86	1.46	0.55	4.50	7.21	3	7
		CC/Administrator	15	5.80	1.08	0.28	5.20	6.40	4	7
		Commander	15	5.67	0.82	0.21	5.21	6.12	5	7

		Staff	34	6.15	1.02	0.17	5.79	6.50	4	7
		Total	71	5.94	1.04	0.12	5.70	6.19	3	7
	Preparedness	Administrator	7	4.71	0.95	0.36	3.83	5.59	4	6
		CC/Administrator	15	5.33	1.11	0.29	4.72	5.95	4	7
		Commander	15	5.07	1.03	0.27	4.49	5.64	4	7
		Staff	32	5.25	1.05	0.19	4.87	5.63	3	7
		Total	69	5.17	1.04	0.13	4.92	5.42	3	7
Knowledge of AF doctrine	Importance	Administrator	7	5.00	0.82	0.31	4.24	5.76	4	6
		CC/Administrator	15	5.13	0.99	0.26	4.58	5.68	4	7
		Commander	15	5.20	0.86	0.22	4.72	5.68	4	7
		Staff	34	5.56	0.96	0.16	5.22	5.89	4	7
		Total	71	5.34	0.94	0.11	5.12	5.56	4	7
	Preparedness	Administrator	7	3.14	1.86	0.70	1.42	4.87	1	6
		CC/Administrator	15	4.13	1.41	0.36	3.35	4.91	1	6
		Commander	15	3.60	1.35	0.35	2.85	4.35	1	6
		Staff	32	3.69	1.51	0.27	3.14	4.23	1	6
		Total	69	3.71	1.49	0.18	3.35	4.07	1	6
Systems thinking skills	Importance	Administrator	7	5.29	1.38	0.52	4.01	6.56	3	7
		CC/Administrator	14	5.07	1.07	0.29	4.45	5.69	4	7
		Commander	15	5.27	1.22	0.32	4.59	5.94	2	7
		Staff	35	5.57	1.04	0.18	5.22	5.93	3	7
		Total	71	5.38	1.11	0.13	5.12	5.64	2	7
	Preparedness	Administrator	7	3.86	1.21	0.46	2.73	4.98	2	6
		CC/Administrator	14	4.07	1.27	0.34	3.34	4.80	1	6
		Commander	14	4.00	0.55	0.15	3.68	4.32	3	5
		Staff	33	3.76	1.66	0.29	3.17	4.35	1	6
		Total	68	3.88	1.36	0.16	3.55	4.21	1	6
Knowledge of organizational theo, governance, culture, and structure	Importance	Administrator	7	5.14	1.35	0.51	3.90	6.39	3	7
		CC/Administrator	15	4.87	0.99	0.26	4.32	5.42	4	7
		Commander	15	4.80	1.21	0.31	4.13	5.47	3	7
		Staff	35	5.29	0.99	0.17	4.95	5.62	3	7
		Total	72	5.08	1.07	0.13	4.83	5.34	3	7
	Preparedness	Administrator	7	3.29	1.80	0.68	1.62	4.95	1	6
		CC/Administrator	15	3.93	1.22	0.32	3.26	4.61	1	6
		Commander	14	4.00	0.88	0.23	3.49	4.51	2	6

		Staff	33	4.39	0.93	0.16	4.06	4.72	3	7
		Total	69	4.10	1.13	0.14	3.83	4.37	1	7
Knowledge of military organizational concepts	Importance	Administrator	7	5.29	1.11	0.42	4.26	6.31	4	7
		CC/Administrator	15	5.33	1.05	0.27	4.75	5.91	4	7
		Commander	15	5.13	0.83	0.22	4.67	5.60	4	7
		Staff	35	5.43	1.01	0.17	5.08	5.77	4	7
		Total	72	5.33	0.98	0.12	5.10	5.56	4	7
	Preparedness	Administrator	7	4.29	1.11	0.42	3.26	5.31	3	6
		CC/Administrator	15	4.20	1.15	0.30	3.57	4.83	1	6
		Commander	15	4.00	1.25	0.32	3.31	4.69	1	6
		Staff	33	4.09	1.23	0.21	3.65	4.53	1	6
		Total	70	4.11	1.19	0.14	3.83	4.40	1	6
Ability to envison the AFMS of the future	Importance	Administrator	7	4.86	1.57	0.59	3.40	6.31	2	7
		CC/Administrator	15	5.13	1.30	0.34	4.41	5.85	3	7
		Commander	15	5.13	0.92	0.24	4.63	5.64	4	7
		Staff	35	5.26	1.12	0.19	4.87	5.64	3	7
		Total	72	5.17	1.15	0.14	4.90	5.44	2	7
	Preparedness	Administrator	7	3.43	1.62	0.61	1.93	4.93	1	6
		CC/Administrator	15	3.67	1.63	0.42	2.76	4.57	1	6
		Commander	15	3.60	1.30	0.34	2.88	4.32	1	6
		Staff	33	4.06	1.00	0.17	3.71	4.41	2	6
		Total	70	3.81	1.28	0.15	3.51	4.12	1	6
	Importance	Administrator	7	5.14	1.21	0.46	4.02	6.27	4	7
		CC/Administrator	15	5.47	0.92	0.24	4.96	5.97	4	7
		Commander	15	5.07	1.10	0.28	4.46	5.68	3	7
		Staff	35	5.23	1.00	0.17	4.88	5.57	3	7
		Total	72	5.24	1.01	0.12	5.00	5.47	3	7
	Preparedness	Administrator	7	4.57	0.53	0.20	4.08	5.07	4	5
		CC/Administrator	15	4.27	1.28	0.33	3.56	4.98	1	6
		Commander	14	3.79	1.63	0.43	2.85	4.72	1	6
		Staff	33	4.06	1.32	0.23	3.59	4.53	1	6
		Total	69	4.10	1.32	0.16	3.78	4.42	1	6
Knowledge of JCAHO/HSI standards	Importance	Administrator	7	6.14	0.90	0.34	5.31	6.97	5	7
		CC/Administrator	15	6.20	0.86	0.22	5.72	6.68	5	7
		Commander	15	5.80	0.68	0.17	5.43	6.17	4	7

		Staff	35	5.94	0.84	0.14	5.65	6.23	4	7
		Total	72	5.99	0.81	0.10	5.79	6.18	4	7
	Preparedness	Administrator	7	4.43	1.99	0.75	2.59	6.27	1	7
		CC/Administrator	15	4.67	0.98	0.25	4.13	5.21	3	6
		Commander	15	4.40	1.35	0.35	3.65	5.15	1	7
		Staff	33	4.33	1.16	0.20	3.92	4.75	1	6
		Total	70	4.43	1.25	0.15	4.13	4.73	1	7
Ability to integrate medical/business decisions	Importance	Administrator	7	5.71	1.11	0.42	4.69	6.74	4	7
		CC/Administrator	15	5.60	0.91	0.24	5.10	6.10	4	7
		Commander	15	5.47	0.83	0.22	5.00	5.93	4	7
		Staff	35	5.69	0.90	0.15	5.38	5.99	3	7
		Total	72	5.63	0.90	0.11	5.41	5.84	3	7
	Preparedness	Administrator	7	3.71	1.50	0.57	2.33	5.10	1	6
		CC/Administrator	15	4.07	1.10	0.28	3.46	4.68	1	6
		Commander	15	3.87	1.46	0.38	3.06	4.67	1	6
		Staff	33	4.55	0.97	0.17	4.20	4.89	3	7
		Total	70	4.21	1.19	0.14	3.93	4.50	1	7
Throughput analysis skills	Importance	Administrator	7	5.00	1.00	0.38	4.08	5.92	4	7
		CC/Administrator	15	5.07	0.80	0.21	4.62	5.51	4	7
		Commander	15	5.07	1.10	0.28	4.46	5.68	2	6
		Staff	35	5.20	0.76	0.13	4.94	5.46	4	7
		Total	72	5.13	0.85	0.10	4.92	5.33	2	7
	Preparedness	Administrator	7	3.57	1.40	0.53	2.28	4.86	1	5
		CC/Administrator	15	3.73	1.49	0.38	2.91	4.56	1	6
		Commander	14	3.93	0.83	0.22	3.45	4.41	3	6
		Staff	33	4.06	1.43	0.25	3.55	4.57	1	7
		Total	69	3.91	1.33	0.16	3.59	4.23	1	7
Knowledge of the fundamentals of group practice	Importance	Administrator	6	5.67	0.82	0.33	4.81	6.52	5	7
		CC/Administrator	15	5.27	0.96	0.25	4.73	5.80	4	7
		Commander	15	5.47	1.06	0.27	4.88	6.05	3	7
		Staff	33	5.21	0.82	0.14	4.92	5.50	3	7
		Total	69	5.32	0.90	0.11	5.10	5.53	3	7
	Preparedness	Administrator	6	4.17	1.60	0.65	2.49	5.85	1	5
		CC/Administrator	15	3.53	1.51	0.39	2.70	4.37	1	6

		Commander	14	4.21	1.81	0.48	3.17	5.26	1	7
		Staff	31	3.84	1.32	0.24	3.35	4.32	1	6
		Total	66	3.88	1.48	0.18	3.51	4.24	1	7
Knowledge of patient administration issues	Importance	Administrator	6	5.83	0.75	0.31	5.04	6.62	5	7
		CC/Administrator	15	5.60	0.63	0.16	5.25	5.95	5	7
		Commander	15	5.73	0.80	0.21	5.29	6.18	4	7
		Staff	35	5.57	0.88	0.15	5.27	5.88	3	7
		Total	71	5.63	0.80	0.09	5.45	5.82	3	7
	Preparedness	Administrator	6	3.17	1.33	0.54	1.77	4.56	1	5
		CC/Administrator	15	3.40	1.55	0.40	2.54	4.26	1	6
		Commander	15	3.67	1.68	0.43	2.74	4.59	1	7
		Staff	33	3.61	1.62	0.28	3.03	4.18	1	6
		Total	69	3.54	1.57	0.19	3.16	3.91	1	7
Capasity management skills	Importance	Administrator	6	5.50	1.05	0.43	4.40	6.60	4	7
		CC/Administrator	15	5.13	1.13	0.29	4.51	5.76	3	7
		Commander	15	5.07	1.22	0.32	4.39	5.74	2	7
		Staff	35	5.31	0.83	0.14	5.03	5.60	4	7
		Total	71	5.24	0.99	0.12	5.00	5.47	2	7
	Preparedness	Administrator	6	3.67	1.51	0.61	2.09	5.25	1	5
		CC/Administrator	15	3.27	1.79	0.46	2.27	4.26	1	6
		Commander	14	3.50	1.56	0.42	2.60	4.40	1	6
		Staff	33	4.00	1.25	0.22	3.56	4.44	1	6
		Total	68	3.71	1.47	0.18	3.35	4.06	1	6
Interpersonal relations with professional staff (NC, MC, BSC, DC)	Importance	Administrator	6	6.33	0.52	0.21	5.79	6.88	6	7
		CC/Administrator	15	6.00	0.93	0.24	5.49	6.51	4	7
		Commander	15	5.87	0.83	0.22	5.40	6.33	5	7
		Staff	34	6.38	0.78	0.13	6.11	6.65	4	7
		Total	70	6.19	0.82	0.10	5.99	6.38	4	7
	Preparedness	Administrator	6	4.50	1.87	0.76	2.54	6.46	1	6
		CC/Administrator	15	5.07	1.49	0.38	4.24	5.89	1	6
		Commander	15	4.93	1.33	0.34	4.19	5.67	1	6
		Staff	32	5.28	1.11	0.20	4.88	5.68	3	7
		Total	68	5.09	1.31	0.16	4.77	5.41	1	7
Knowledge of credentialing and licensure	Importance	Administrator	7	4.71	1.50	0.57	3.33	6.10	3	7

		CC/Administrator	15	4.73	0.80	0.21	4.29	5.18	4	6
		Commander	15	4.33	1.18	0.30	3.68	4.98	2	7
		Staff	35	4.94	1.00	0.17	4.60	5.29	3	7
		Total	72	4.75	1.06	0.12	4.50	5.00	2	7
	Preparedness	Administrator	7	2.86	1.77	0.67	1.22	4.50	1	6
		CC/Administrator	15	3.47	1.46	0.38	2.66	4.27	1	6
		Commander	14	3.71	1.14	0.30	3.06	4.37	1	6
		Staff	33	3.45	1.48	0.26	2.93	3.98	1	6
		Total	69	3.45	1.43	0.17	3.11	3.79	1	6
Insight into providers decision making processes and empathy for their frustrations	Importance	Administrator	7	5.57	0.98	0.37	4.67	6.47	4	7
		CC/Administrator	15	5.20	0.94	0.24	4.68	5.72	4	7
		Commander	15	5.47	0.99	0.26	4.92	6.02	3	7
		Staff	35	5.74	0.98	0.17	5.41	6.08	4	7
		Total	72	5.56	0.98	0.12	5.33	5.79	3	7
	Preparedness	Administrator	7	3.57	1.90	0.72	1.81	5.33	1	6
		CC/Administrator	15	3.53	1.55	0.40	2.67	4.39	1	6
		Commander	14	4.21	1.19	0.32	3.53	4.90	2	6
		Staff	33	3.58	1.48	0.26	3.05	4.10	1	7
		Total	69	3.70	1.48	0.18	3.34	4.05	1	7
Ability to speak the "provider's" language	Importance	Administrator	7	5.14	0.90	0.34	4.31	5.97	4	6
		CC/Administrator	15	5.00	0.85	0.22	4.53	5.47	4	6
		Commander	15	4.93	0.96	0.25	4.40	5.47	4	7
		Staff	35	5.57	1.09	0.18	5.20	5.95	3	7
		Total	72	5.28	1.02	0.12	5.04	5.52	3	7
	Preparedness	Administrator	7	3.43	1.51	0.57	2.03	4.83	1	6
		CC/Administrator	15	3.40	1.50	0.39	2.57	4.23	1	6
		Commander	15	3.80	0.77	0.20	3.37	4.23	3	5
		Staff	33	3.48	1.58	0.28	2.92	4.05	1	7
		Total	70	3.53	1.40	0.17	3.19	3.86	1	7
Ability to communicate and teach the business of healthcare to providers	Importance	Administrator	7	5.00	1.53	0.58	3.59	6.41	2	7
		CC/Administrator	15	5.27	0.96	0.25	4.73	5.80	4	7
		Commander	15	5.20	0.68	0.17	4.83	5.57	4	6
		Staff	34	5.62	0.85	0.15	5.32	5.92	4	7

		Total	71	5.39	0.93	0.11	5.17	5.62	2	7
	Preparedness	Administrator	7	3.00	2.00	0.76	1.15	4.85	1	6
		CC/Administrator	15	3.40	1.45	0.38	2.59	4.21	1	6
		Commander	15	3.73	1.49	0.38	2.91	4.56	1	6
		Staff	32	4.03	1.36	0.24	3.54	4.52	1	7
		Total	69	3.72	1.48	0.18	3.37	4.08	1	7
Ability to be an advocate for providers	Importance	Administrator	7	5.57	1.13	0.43	4.52	6.62	4	7
		CC/Administrator	15	5.20	1.15	0.30	4.57	5.83	3	7
		Commander	15	5.40	0.99	0.25	4.85	5.95	4	7
		Staff	35	5.60	0.98	0.17	5.26	5.94	3	7
		Total	72	5.47	1.02	0.12	5.23	5.71	3	7
	Preparedness	Administrator	7	3.71	0.76	0.29	3.02	4.41	3	5
		CC/Administrator	15	3.60	1.24	0.32	2.91	4.29	1	6
		Commander	15	3.80	1.21	0.31	3.13	4.47	1	6
		Staff	33	4.27	1.04	0.18	3.90	4.64	3	7
		Total	70	3.97	1.12	0.13	3.71	4.24	1	7
Knowledge of what drives provider productivity	Importance	Administrator	7	6.00	0.82	0.31	5.24	6.76	5	7
		CC/Administrator	14	5.43	1.02	0.27	4.84	6.02	4	7
		Commander	15	5.33	0.90	0.23	4.84	5.83	4	7
		Staff	35	5.77	0.84	0.14	5.48	6.06	4	7
		Total	71	5.63	0.90	0.11	5.42	5.85	4	7
	Preparedness	Administrator	7	4.14	1.68	0.63	2.59	5.69	1	6
		CC/Administrator	14	3.29	1.49	0.40	2.43	4.15	1	6
		Commander	15	3.87	1.25	0.32	3.18	4.56	1	6
		Staff	33	3.79	1.60	0.28	3.22	4.35	1	6
		Total	69	3.74	1.50	0.18	3.38	4.10	1	6
Knowledge of health records management/medical records systems	Importance	Administrator	7	5.43	0.98	0.37	4.53	6.33	4	7
		CC/Administrator	15	5.27	1.03	0.27	4.69	5.84	4	7
		Commander	15	5.33	0.62	0.16	4.99	5.68	4	6
		Staff	35	5.46	1.01	0.17	5.11	5.80	3	7
		Total	72	5.39	0.93	0.11	5.17	5.61	3	7
	Preparedness	Administrator	7	3.29	1.60	0.61	1.80	4.77	1	5
		CC/Administrator	15	3.87	1.36	0.35	3.12	4.62	1	6
		Commander	15	4.47	1.13	0.29	3.84	5.09	3	6

		Staff	33	4.15	1.39	0.24	3.66	4.65	1	7
		Total	70	4.07	1.37	0.16	3.75	4.40	1	7
Knowledge of ICD-9, DRG, CPT, HCPCS codes	Importance	Administrator	7	4.71	1.25	0.47	3.55	5.87	4	7
		CC/Administrator	15	4.60	1.06	0.27	4.02	5.18	3	7
		Commander	15	4.07	1.10	0.28	3.46	4.68	2	6
		Staff	35	4.74	0.89	0.15	4.44	5.05	3	6
		Total	72	4.57	1.02	0.12	4.33	4.81	2	7
	Preparedness	Administrator	7	3.71	0.76	0.29	3.02	4.41	3	5
		CC/Administrator	15	3.20	1.52	0.39	2.36	4.04	1	6
		Commander	14	3.43	1.16	0.31	2.76	4.10	1	5
		Staff	33	2.94	1.64	0.29	2.36	3.52	1	6
		Total	69	3.17	1.45	0.18	2.82	3.52	1	6
Ability to define, refine, and streamline product offerings to beneficiaries	Importance	Administrator	7	5.29	0.95	0.36	4.41	6.17	4	7
		CC/Administrator	15	4.80	1.37	0.35	4.04	5.56	2	7
		Commander	15	5.00	0.65	0.17	4.64	5.36	4	6
		Staff	35	5.09	1.04	0.18	4.73	5.44	2	7
		Total	72	5.03	1.03	0.12	4.78	5.27	2	7
	Preparedness	Administrator	7	3.57	1.40	0.53	2.28	4.86	1	5
		CC/Administrator	15	3.60	1.40	0.36	2.82	4.38	1	7
		Commander	15	4.07	1.03	0.27	3.49	4.64	2	6
		Staff	33	4.21	0.78	0.14	3.94	4.49	3	6
		Total	70	3.99	1.07	0.13	3.73	4.24	1	7
Basic logistics skills	Importance	Administrator	7	5.57	0.98	0.37	4.67	6.47	4	7
		CC/Administrator	15	5.80	1.01	0.26	5.24	6.36	4	7
		Commander	15	5.47	0.64	0.17	5.11	5.82	4	6
		Staff	33	5.45	0.83	0.14	5.16	5.75	4	7
		Total	70	5.54	0.85	0.10	5.34	5.74	4	7
	Preparedness	Administrator	7	3.57	1.27	0.48	2.39	4.75	1	5
		CC/Administrator	15	4.07	1.28	0.33	3.36	4.78	1	6
		Commander	15	4.27	1.33	0.34	3.53	5.01	1	6
		Staff	31	4.48	1.50	0.27	3.93	5.04	1	7
		Total	68	4.25	1.40	0.17	3.91	4.59	1	7
Knowledge of DMLSS and WRM	Importance	Administrator	7	5.43	0.79	0.30	4.70	6.16	4	6
		CC/Administrator	15	5.47	1.06	0.27	4.88	6.05	4	7

		Commander	15	4.93	0.80	0.21	4.49	5.38	3	6
		Staff	33	5.03	1.19	0.21	4.61	5.45	3	7
		Total	70	5.14	1.05	0.13	4.89	5.39	3	7
	Preparedness	Administrator	7	3.29	1.25	0.47	2.13	4.45	1	5
		CC/Administrator	15	4.00	1.31	0.34	3.27	4.73	1	6
		Commander	15	3.67	1.45	0.37	2.87	4.47	1	6
		Staff	31	3.90	1.37	0.25	3.40	4.41	1	6
		Total	68	3.81	1.35	0.16	3.48	4.14	1	6
Supply chain management and inventory control skills	Importance	Administrator	7	5.14	0.69	0.26	4.50	5.78	4	6
		CC/Administrator	15	5.20	0.94	0.24	4.68	5.72	4	7
		Commander	15	5.07	1.03	0.27	4.49	5.64	3	7
		Staff	33	4.97	1.16	0.20	4.56	5.38	3	7
		Total	70	5.06	1.03	0.12	4.81	5.30	3	7
	Preparedness	Administrator	7	3.29	1.70	0.64	1.71	4.86	1	5
		CC/Administrator	15	3.93	1.22	0.32	3.26	4.61	1	6
		Commander	15	4.40	1.50	0.39	3.57	5.23	1	7
		Staff	31	3.94	1.31	0.24	3.45	4.42	1	7
		Total	68	3.97	1.38	0.17	3.64	4.31	1	7
Knowledge of IMPAC card and GSA rules	Importance	Administrator	7	5.71	0.76	0.29	5.02	6.41	5	7
		CC/Administrator	15	5.13	0.92	0.24	4.63	5.64	4	7
		Commander	15	5.07	0.70	0.18	4.68	5.46	4	6
		Staff	33	5.00	0.94	0.16	4.67	5.33	3	7
		Total	70	5.11	0.88	0.10	4.91	5.32	3	7
	Preparedness	Administrator	7	3.43	1.90	0.72	1.67	5.19	1	6
		CC/Administrator	15	4.33	1.45	0.37	3.53	5.13	1	6
		Commander	15	4.60	1.06	0.27	4.02	5.18	3	6
		Staff	31	4.35	0.98	0.18	3.99	4.72	3	7
		Total	68	4.31	1.24	0.15	4.01	4.61	1	7
Ability to create a systematic, long-term plan for infrastructure upgrade	Importance	Administrator	7	6.00	1.15	0.44	4.93	7.07	4	7
		CC/Administrator	13	5.31	1.38	0.38	4.48	6.14	3	7
		Commander	15	5.13	0.74	0.19	4.72	5.54	4	6
		Staff	33	5.42	1.15	0.20	5.02	5.83	3	7
		Total	68	5.40	1.12	0.14	5.13	5.67	3	7
	Preparedness	Administrator	7	2.86	1.57	0.59	1.40	4.31	1	5

		CC/Administrator	13	3.54	1.20	0.33	2.81	4.26	1	6
		Commander	15	4.00	1.65	0.43	3.09	4.91	1	6
		Staff	31	3.42	1.59	0.29	2.84	4.00	1	6
		Total	66	3.52	1.53	0.19	3.14	3.89	1	6
Knowledge of basic engineering/construction	Importance	Administrator	7	4.57	1.51	0.57	3.17	5.97	3	7
		CC/Administrator	15	4.33	1.11	0.29	3.72	4.95	3	6
		Commander	15	4.20	0.56	0.14	3.89	4.51	3	5
		Staff	33	4.39	1.09	0.19	4.01	4.78	2	7
		Total	70	4.36	1.04	0.12	4.11	4.60	2	7
	Preparedness	Administrator	7	3.43	1.72	0.65	1.84	5.02	1	6
		CC/Administrator	15	3.13	1.41	0.36	2.35	3.91	1	6
		Commander	15	3.07	1.33	0.34	2.33	3.81	1	5
		Staff	30	3.67	1.42	0.26	3.14	4.20	1	7
		Total	67	3.39	1.42	0.17	3.04	3.74	1	7
Ability to incorporate new technologies into facility upgrade plan	Importance	Administrator	7	5.57	1.40	0.53	4.28	6.86	3	7
		CC/Administrator	15	4.93	1.33	0.34	4.19	5.67	2	7
		Commander	15	4.93	0.59	0.15	4.60	5.26	4	6
		Staff	33	5.03	1.10	0.19	4.64	5.42	3	7
		Total	70	5.04	1.10	0.13	4.78	5.30	2	7
	Preparedness	Administrator	7	3.29	1.60	0.61	1.80	4.77	1	6
		CC/Administrator	15	3.07	1.39	0.36	2.30	3.83	1	6
		Commander	15	3.07	1.28	0.33	2.36	3.78	1	5
		Staff	30	3.47	1.68	0.31	2.84	4.09	1	7
		Total	67	3.27	1.50	0.18	2.90	3.64	1	7
Understand impact of HIPAA	Importance	Administrator	7	5.71	0.95	0.36	4.83	6.59	4	7
		CC/Administrator	15	5.67	0.82	0.21	5.21	6.12	4	7
		Commander	15	5.67	0.72	0.19	5.27	6.07	4	7
		Staff	33	5.82	0.88	0.15	5.51	6.13	4	7
		Total	70	5.74	0.83	0.10	5.55	5.94	4	7
	Preparedness	Administrator	7	3.43	1.90	0.72	1.67	5.19	1	6
		CC/Administrator	15	4.67	1.59	0.41	3.79	5.55	1	7
		Commander	15	4.40	1.55	0.40	3.54	5.26	1	7
		Staff	31	3.68	1.58	0.28	3.10	4.26	1	6
		Total	68	4.03	1.64	0.20	3.63	4.43	1	7

Skill	Measure	Role	N	Mean	SD	SE	Lower	Upper	Min	Max
Knowledge of patient safety movements/regulations (Leap Frog, Patient's Bill of Rights)	Importance	Administrator	7	5.29	1.11	0.42	4.26	6.31	4	7
		CC/Administrator	15	5.33	0.90	0.23	4.84	5.83	4	7
		Commander	15	5.33	0.82	0.21	4.88	5.79	4	7
		Staff	33	5.42	1.00	0.17	5.07	5.78	3	7
		Total	70	5.37	0.94	0.11	5.15	5.59	3	7
	Preparedness	Administrator	7	4.43	0.53	0.20	3.93	4.92	4	5
		CC/Administrator	15	4.13	1.36	0.35	3.38	4.88	1	7
		Commander	15	4.53	1.13	0.29	3.91	5.16	3	7
		Staff	31	3.55	1.46	0.26	3.01	4.08	1	6
		Total	68	3.99	1.34	0.16	3.66	4.31	1	7
Knowledge of healthcare, environmental, tort, and labor relations law/legislation	Importance	Administrator	7	4.43	0.79	0.30	3.70	5.16	3	5
		CC/Administrator	15	4.73	0.80	0.21	4.29	5.18	4	6
		Commander	15	4.13	1.06	0.27	3.55	4.72	2	6
		Staff	33	4.91	0.95	0.16	4.57	5.25	3	7
		Total	70	4.66	0.96	0.11	4.43	4.89	2	7
	Preparedness	Administrator	7	3.29	1.60	0.61	1.80	4.77	1	5
		CC/Administrator	15	3.60	1.30	0.34	2.88	4.32	1	6
		Commander	14	3.07	1.49	0.40	2.21	3.93	1	6
		Staff	31	3.00	1.44	0.26	2.47	3.53	1	6
		Total	67	3.18	1.42	0.17	2.83	3.53	1	6
Knowledge of privacy and consent issues	Importance	Administrator	7	5.71	1.25	0.47	4.55	6.87	4	7
		CC/Administrator	15	5.47	0.74	0.19	5.06	5.88	4	7
		Commander	15	5.33	0.62	0.16	4.99	5.68	4	6
		Staff	33	5.79	0.99	0.17	5.44	6.14	3	7
		Total	70	5.61	0.91	0.11	5.40	5.83	3	7
	Preparedness	Administrator	7	3.43	1.81	0.69	1.75	5.10	1	6
		CC/Administrator	15	4.27	1.28	0.33	3.56	4.98	1	6
		Commander	15	4.33	0.98	0.25	3.79	4.87	3	6
		Staff	31	4.52	1.26	0.23	4.05	4.98	1	7
		Total	68	4.31	1.28	0.16	4.00	4.62	1	7
Understanding of medico/legal issues	Importance	Administrator	7	5.29	1.25	0.47	4.13	6.45	3	6
		CC/Administrator	15	5.33	0.90	0.23	4.84	5.83	4	7
		Commander	15	5.07	0.80	0.21	4.62	5.51	4	6

		Staff	33	5.12	1.02	0.18	4.76	5.48	3	7
		Total	70	5.17	0.96	0.12	4.94	5.40	3	7
	Preparedness	Administrator	7	4.29	1.25	0.47	3.13	5.45	3	6
		CC/Administrator	15	3.93	1.44	0.37	3.14	4.73	1	6
		Commander	15	3.73	1.39	0.36	2.97	4.50	1	6
		Staff	31	3.71	1.24	0.22	3.25	4.17	1	6
		Total	68	3.82	1.30	0.16	3.51	4.14	1	6

Appendix K: Analysis of Variance for Importance and Preparedness Among SKAs by Position
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Table K1

Analysis of Variance for Importance and Preparedness Among SKAs by Position

SKA Description	Variable		Sum of Squares	df	Mean Square	F	Sig.
Knowledge of leadership principles, styles, and theory	Importance	Between Groups	0.736	3	0.245	0.312	0.817
		Within Groups	55.048	70	0.786		
		Total	55.784	73			
	Preparedness	Between Groups	0.827	3	0.276	0.202	0.895
		Within Groups	93.048	68	1.368		
		Total	93.875	71			
Ability to demonstrate accountability, integrity, and officership	Importance	Between Groups	0.055	3	0.018	0.106	0.956
		Within Groups	11.999	70	0.171		
		Total	12.054	73			
	Preparedness	Between Groups	1.683	3	0.561	0.397	0.756
		Within Groups	96.095	68	1.413		
		Total	97.778	71			
Ability to demonstrate diplomacy	Importance	Between Groups	2.047	3	0.682	1.237	0.303
		Within Groups	38.615	70	0.552		
		Total	40.662	73			
	Preparedness	Between Groups	3.351	3	1.117	0.586	0.626
		Within Groups	129.524	68	1.905		
		Total	132.875	71			
Ability to demonstrate followership	Importance	Between Groups	0.512	3	0.171	0.326	0.807
		Within Groups	36.623	70	0.523		
		Total	37.135	73			
	Preparedness	Between Groups	6.046	3	2.015	1.430	0.242
		Within Groups	95.829	68	1.409		
		Total	101.875	71			
Ability to demonstrate courage and fortitude	Importance	Between Groups	0.545	3	0.182	0.210	0.889
		Within Groups	58.775	68	0.864		
		Total	59.319	71			
	Preparedness	Between Groups	5.997	3	1.999	1.196	0.318
		Within Groups	110.346	66	1.672		
		Total	116.343	69			
Ability to demonstrate enthusiasm and commitment	Importance	Between Groups	0.275	3	0.092	0.185	0.906
		Within Groups	31.667	64	0.495		
		Total	31.941	67			
	Preparedness	Between Groups	2.581	3	0.860	0.777	0.512
		Within Groups	68.692	62	1.108		
		Total	71.273	65			
Ability to demonstrate work and business ethics	Importance	Between Groups	2.547	3	0.849	1.497	0.223
		Within Groups	38.564	68	0.567		
		Total	41.111	71			
	Preparedness	Between Groups	7.169	3	2.390	2.205	0.096
		Within Groups	71.531	66	1.084		

		Total	78.700	69			
Ability to demonstrate empathy and sympathy	Importance	Between Groups	0.362	3	0.121	0.162	0.922
		Within Groups	52.232	70	0.746		
		Total	52.595	73			
	Preparedness	Between Groups	2.215	3	0.738	0.840	0.477
		Within Groups	59.771	68	0.879		
		Total	61.986	71			
Ability to demonstrate political and legal savvy	Importance	Between Groups	1.612	3	0.537	0.688	0.562
		Within Groups	53.867	69	0.781		
		Total	55.479	72			
Ability to demonstrate political and legal savvy	Preparedness	Between Groups	8.657	3	2.886	2.227	0.093
		Within Groups	86.808	67	1.296		
		Total	95.465	70			
Ability to differentiate appropriate responses and understand consequences	Importance	Between Groups	0.481	3	0.160	0.255	0.858
		Within Groups	42.838	68	0.630		
		Total	43.319	71			
	Preparedness	Between Groups	0.694	3	0.231	0.137	0.938
		Within Groups	111.877	66	1.695		
		Total	112.571	69			
Ability to motivate and sustain morale	Importance	Between Groups	1.183	3	0.394	0.682	0.566
		Within Groups	39.858	69	0.578		
		Total	41.041	72			
	Preparedness	Between Groups	4.911	3	1.637	0.899	0.446
		Within Groups	121.962	67	1.820		
		Total	126.873	70			
Ability to balance people and mission needs	Importance	Between Groups	1.417	3	0.472	0.598	0.618
		Within Groups	52.893	67	0.789		
		Total	54.310	70			
	Preparedness	Between Groups	2.346	3	0.782	0.662	0.578
		Within Groups	76.727	65	1.180		
		Total	79.072	68			
Ability to accurately evaluate and accept risk	Importance	Between Groups	0.234	3	0.078	0.116	0.950
		Within Groups	46.861	70	0.669		
		Total	47.095	73			
	Preparedness	Between Groups	11.068	3	3.689	1.693	0.177
		Within Groups	148.210	68	2.180		
		Total	159.278	71			
Ability to evaluate effectiveness (quantitative & qualitative)	Importance	Between Groups	1.277	3	0.426	0.676	0.570
		Within Groups	44.075	70	0.630		
		Total	45.351	73			
	Preparedness	Between Groups	13.119	3	4.373	1.892	0.139
		Within Groups	157.200	68	2.312		
		Total	170.319	71			

Ability to accept, articulate, and execute directives of superiors	Importance	Between Groups	0.346	3	0.115	0.187	0.905	
		Within Groups	42.613	69	0.618			
		Total	42.959	72				
	Preparedness	Between Groups	7.151	3	2.384	1.725	0.170	
		Within Groups	92.595	67	1.382			
		Total	99.746	70				
Problem solving skills	Importance	Between Groups	1.270	3	0.423	0.818	0.488	
		Within Groups	35.689	69	0.517			
		Total	36.959	72				
	Preparedness	Between Groups	9.558	3	3.186	1.957	0.129	
		Within Groups	109.062	67	1.628			
		Total	118.620	70				
Ability to get buy-in from staff	Importance	Between Groups	3.151	3	1.050	1.569	0.205	
		Within Groups	46.192	69	0.669			
		Total	49.342	72				
	Preparedness	Between Groups	6.838	3	2.279	1.628	0.191	
		Within Groups	93.810	67	1.400			
		Total	100.648	70				
Ability to maintain appropriate levels of delegation	Importance	Between Groups	2.461	3	0.820	1.265	0.293	
		Within Groups	45.390	70	0.648			
		Total	47.851	73				
	Preparedness	Between Groups	13.690	3	4.563	2.590	0.060	
		Within Groups	119.810	68	1.762			
		Total	133.500	71				
Ability to manage in turbulent times	Importance	Between Groups	0.758	3	0.253	0.359	0.783	
		Within Groups	48.584	69	0.704			
		Total	49.342	72				
	Preparedness	Between Groups	4.147	3	1.382	1.162	0.331	
		Within Groups	79.712	67	1.190			
		Total	83.859	70				
Ability to conceptualize, communicate, and determine the most efficient pathway for change	Importance	Between Groups	1.154	3	0.385	0.554	0.647	
		Within Groups	48.630	70	0.695			
		Total	49.784	73				
	Preparedness	Between Groups	6.478	3	2.159	0.965	0.414	
		Within Groups	152.133	68	2.237			
		Total	158.611	71				
Knowledge of change processes	Importance	Between Groups	5.081	3	1.694	1.951	0.129	
		Within Groups	60.770	70	0.868			
		Total	65.851	73				
	Preparedness	Between Groups	3.786	3	1.262	0.768	0.516	
		Within Groups	111.714	68	1.643			
		Total	115.500	71				
Ability to demonstrate flexibility and adaptability	Importance	Between Groups	0.053	3	0.018	0.026	0.994	
		Within Groups	46.825	70	0.669			
		Total	46.878	73				

	Preparedness	Between Groups	2.215	3	0.738	0.640	0.592	
		Within Groups	78.438	68	1.154			
		Total	80.653	71				
Interpersonal, communication, and listening skills	Importance	Between Groups	0.516	3	0.172	0.317	0.813	
		Within Groups	37.970	70	0.542			
		Total	38.486	73				
	Preparedness	Between Groups	1.237	3	0.412	0.265	0.850	
		Within Groups	105.638	68	1.554			
		Total	106.875	71				
Executive writing skills (business reports, executive summaries, appropriate use of words)	Importance	Between Groups	1.593	3	0.531	1.039	0.381	
		Within Groups	35.772	70	0.511			
		Total	37.365	73				
	Preparedness	Between Groups	5.618	3	1.873	1.068	0.369	
		Within Groups	119.257	68	1.754			
		Total	124.875	71				
Military writing skills (ORP/EPR/SSS/Decorations/Awards)	Importance	Between Groups	0.460	3	0.153	0.238	0.870	
		Within Groups	42.526	66	0.644			
		Total	42.986	69				
	Preparedness	Between Groups	17.216	3	5.739	2.541	0.064	
		Within Groups	144.549	64	2.259			
		Total	161.765	67				
Executive speaking skills (briefing, public speaking, public affairs, extemporaneous)	Importance	Between Groups	0.565	3	0.188	0.247	0.863	
		Within Groups	52.559	69	0.762			
		Total	53.123	72				
	Preparedness	Between Groups	19.064	3	6.355	3.495	0.020	*
		Within Groups	121.810	67	1.818			
		Total	140.873	70				
Ability to use application software to communicate message (Word, PowerPoint, Email)	Importance	Between Groups	4.711	3	1.570	2.179	0.098	
		Within Groups	49.727	69	0.721			
		Total	54.438	72				
	Preparedness	Between Groups	2.068	3	0.689	0.551	0.649	
		Within Groups	83.848	67	1.251			
		Total	85.915	70				
Ability to negotiate professional and personnal win/win solutions	Importance	Between Groups	1.244	3	0.415	0.571	0.636	
		Within Groups	50.071	69	0.726			
		Total	51.315	72				
	Preparedness	Between Groups	4.292	3	1.431	0.923	0.435	
		Within Groups	103.905	67	1.551			
		Total	108.197	70				
Ability to build effective community relationships with local authorities and hospital CEOs	Importance	Between Groups	2.195	3	0.732	0.520	0.670	
		Within Groups	98.454	70	1.406			

		Total	100.649	73			
	Preparedness	Between Groups	12.830	3	4.277	1.757	0.164
		Within Groups	163.086	67	2.434		
		Total	175.915	70			
Ability to sell strategic opportunities to superiors	Importance	Between Groups	2.714	3	0.905	1.000	0.398
		Within Groups	63.300	70	0.904		
		Total	66.014	73			
	Preparedness	Between Groups	2.938	3	0.979	0.732	0.537
		Within Groups	91.048	68	1.339		
		Total	93.986	71			
Ability to relate and cooperate with peers	Importance	Between Groups	0.229	3	0.076	0.155	0.926
		Within Groups	34.420	70	0.492		
		Total	34.649	73			
	Preparedness	Between Groups	0.348	3	0.116	0.084	0.968
		Within Groups	93.638	68	1.377		
		Total	93.986	71			
Ability to build a strong network of key contacts and subject matter experts	Importance	Between Groups	4.804	3	1.601	2.011	0.120
		Within Groups	55.750	70	0.796		
		Total	60.554	73			
	Preparedness	Between Groups	5.183	3	1.728	1.080	0.363
		Within Groups	108.762	68	1.599		
		Total	113.944	71			
Ability to foster team-work and build concensus	Importance	Between Groups	1.331	3	0.444	0.665	0.577
		Within Groups	46.723	70	0.667		
		Total	48.054	73			
	Preparedness	Between Groups	2.862	3	0.954	0.677	0.569
		Within Groups	95.790	68	1.409		
		Total	98.653	71			
Knowledge of group and individual behavior	Importance	Between Groups	3.283	3	1.094	1.157	0.333
		Within Groups	66.231	70	0.946		
		Total	69.514	73			
	Preparedness	Between Groups	0.456	3	0.152	0.125	0.945
		Within Groups	82.419	68	1.212		
		Total	82.875	71			
Ability to recognize, confront, and resolve conflict	Importance	Between Groups	1.168	3	0.389	0.599	0.618
		Within Groups	45.481	70	0.650		
		Total	46.649	73			
	Preparedness	Between Groups	12.444	3	4.148	1.679	0.180
		Within Groups	168.000	68	2.471		
		Total	180.444	71			
Ability to generate positive thinking and constructive interaction	Importance	Between Groups	0.516	3	0.172	0.241	0.867
		Within Groups	49.970	70	0.714		
		Total	50.486	73			
	Preparedness	Between Groups	1.700	3	0.567	0.443	0.723

		Within Groups	86.952	68	1.279			
		Total	88.653	71				
Ability to balance strenghts and weaknesses to mold teams	Importance	Between Groups	2.214	3	0.738	0.799	0.499	
		Within Groups	64.651	70	0.924			
		Total	66.865	73				
	Preparedness	Between Groups	2.490	3	0.830	0.548	0.651	
		Within Groups	103.010	68	1.515			
		Total	105.500	71				
Ability to be a positive and influential role model	Importance	Between Groups	2.714	3	0.905	1.211	0.312	
		Within Groups	52.273	70	0.747			
		Total	54.986	73				
	Preparedness	Between Groups	1.124	3	0.375	0.238	0.869	
		Within Groups	106.876	68	1.572			
		Total	108.000	71				
Ability to direct personal and subordinate goal attainment	Importance	Between Groups	0.512	3	0.171	0.262	0.852	
		Within Groups	45.542	70	0.651			
		Total	46.054	73				
	Preparedness	Between Groups	2.444	3	0.815	0.903	0.444	
		Within Groups	61.333	68	0.902			
		Total	63.778	71				
Ability to balance physical, mental, and spiritual wellbeing	Importance	Between Groups	4.677	3	1.559	2.586	0.060	
		Within Groups	42.201	70	0.603			
		Total	46.878	73				
	Preparedness	Between Groups	3.208	3	1.069	0.752	0.525	
		Within Groups	96.667	68	1.422			
		Total	99.875	71				
Ability to balance professional and personal obligations	Importance	Between Groups	2.914	3	0.971	1.938	0.131	
		Within Groups	35.086	70	0.501			
		Total	38.000	73				
	Preparedness	Between Groups	4.780	3	1.593	1.288	0.285	
		Within Groups	84.095	68	1.237			
		Total	88.875	71				
Knowledge of the UCMJ	Importance	Between Groups	2.592	3	0.864	0.925	0.433	
		Within Groups	65.354	70	0.934			
		Total	67.946	73				
	Preparedness	Between Groups	2.567	3	0.856	0.340	0.796	
		Within Groups	170.933	68	2.514			
		Total	173.500	71				
Knowledge of the Air Evac/casualty management systems	Importance	Between Groups	1.193	3	0.398	0.329	0.805	
		Within Groups	84.658	70	1.209			
		Total	85.851	73				
	Preparedness	Between Groups	18.478	3	6.159	2.637	0.057	
		Within Groups	158.800	68	2.335			
		Total	177.278	71				

Knowledge of EMEDS structure and capabilities	Importance	Between Groups	3.261	3	1.087	0.858	0.467	
		Within Groups	88.699	70	1.267			
		Total	91.959	73				
	Preparedness	Between Groups	24.940	3	8.313	4.277	0.008	*
		Within Groups	132.171	68	1.944			
		Total	157.111	71				
Knowledge of AEF concept, terminology, literature, and processes	Importance	Between Groups	2.526	3	0.842	0.731	0.537	
		Within Groups	80.623	70	1.152			
		Total	83.149	73				
	Preparedness	Between Groups	8.967	3	2.989	1.686	0.178	
		Within Groups	120.533	68	1.773			
		Total	129.500	71				
Knowledge of multi-service platforms and joint readiness regulations	Importance	Between Groups	6.844	3	2.281	2.120	0.105	
		Within Groups	75.318	70	1.076			
		Total	82.162	73				
	Preparedness	Between Groups	15.072	3	5.024	2.678	0.054	
		Within Groups	127.581	68	1.876			
		Total	142.653	71				
Knowledge of UTC assignment process	Importance	Between Groups	0.841	3	0.280	0.263	0.852	
		Within Groups	73.652	69	1.067			
		Total	74.493	72				
	Preparedness	Between Groups	1.183	3	0.394	0.171	0.916	
		Within Groups	154.648	67	2.308			
		Total	155.831	70				
Knowledge of protective measures (CNBC)	Importance	Between Groups	0.596	3	0.199	0.152	0.928	
		Within Groups	91.567	70	1.308			
		Total	92.162	73				
	Preparedness	Between Groups	8.608	3	2.869	1.986	0.124	
		Within Groups	98.267	68	1.445			
		Total	106.875	71				
Knowledge of deployment processessing requirements	Importance	Between Groups	2.975	3	0.992	0.725	0.540	
		Within Groups	94.340	69	1.367			
		Total	97.315	72				
	Preparedness	Between Groups	2.589	3	0.863	0.609	0.611	
		Within Groups	94.876	67	1.416			
		Total	97.465	70				
Ability to administer effective readiness training	Importance	Between Groups	4.633	3	1.544	1.240	0.302	
		Within Groups	87.205	70	1.246			
		Total	91.838	73				
	Preparedness	Between Groups	1.111	3	0.370	0.238	0.870	
		Within Groups	104.438	67	1.559			
		Total	105.549	70				
Knowledge of theater operational issues (command & control, host nation, cultural)	Importance	Between Groups	9.884	3	3.295	2.428	0.073	

		Within Groups	94.994	70	1.357			
		Total	104.878	73				
	Preparedness	Between Groups	14.021	3	4.674	2.446	0.071	
		Within Groups	129.924	68	1.911			
		Total	143.944	71				
Ability to forecast and sustain peacetime capabilities	Importance	Between Groups	3.772	3	1.257	1.130	0.343	
		Within Groups	77.863	70	1.112			
		Total	81.635	73				
	Preparedness	Between Groups	2.133	3	0.711	0.417	0.741	
		Within Groups	115.867	68	1.704			
		Total	118.000	71				
Knowledge of civilian agencies, capabilities, and planning procedures	Importance	Between Groups	4.096	3	1.365	1.083	0.362	
		Within Groups	88.241	70	1.261			
		Total	92.338	73				
	Preparedness	Between Groups	9.448	3	3.149	1.404	0.249	
		Within Groups	152.552	68	2.243			
		Total	162.000	71				
Ability to negotiate with civilian sources for resources and assistance	Importance	Between Groups	3.041	3	1.014	0.850	0.471	
		Within Groups	83.499	70	1.193			
		Total	86.541	73				
	Preparedness	Between Groups	8.710	3	2.903	1.131	0.343	
		Within Groups	174.610	68	2.568			
		Total	183.319	71				
Ability to develop, exercise, and deploy emergency response teams	Importance	Between Groups	6.822	3	2.274	2.055	0.114	
		Within Groups	77.462	70	1.107			
		Total	84.284	73				
	Preparedness	Between Groups	6.686	3	2.229	1.002	0.398	
		Within Groups	151.314	68	2.225			
		Total	158.000	71				
Knowledge of theory/philosophy of the Incident Command System (ICS)/NDMS/FEMA	Importance	Between Groups	3.117	3	1.039	0.670	0.573	
		Within Groups	108.518	70	1.550			
		Total	111.635	73				
	Preparedness	Between Groups	32.434	3	10.811	7.089	0.000	*
		Within Groups	102.186	67	1.525			
		Total	134.620	70				
Knowledge of WMD (deployment, detection, treatment, & response)	Importance	Between Groups	2.927	3	0.976	0.870	0.461	
		Within Groups	78.533	70	1.122			
		Total	81.459	73				
	Preparedness	Between Groups	10.015	3	3.338	1.769	0.161	
		Within Groups	128.305	68	1.887			
		Total	138.319	71				
Knowledge of homeland security issues	Importance	Between Groups	2.948	3	0.983	0.715	0.546	
		Within Groups	96.147	70	1.374			

		Total	99.095	73			
	Preparedness	Between Groups	15.683	3	5.228	1.917	0.135
		Within Groups	185.429	68	2.727		
		Total	201.111	71			
Financial analysis/forecasting and accounting skills (balance sheet, statement of cash flow, financial ratios)	Importance	Between Groups	3.433	3	1.144	0.916	0.438
		Within Groups	87.432	70	1.249		
		Total	90.865	73			
	Preparedness	Between Groups	2.567	3	0.856	0.431	0.731
		Within Groups	134.933	68	1.984		
		Total	137.500	71			
Knowledge of AF and AFMS financial planning	Importance	Between Groups	3.132	3	1.044	1.155	0.333
		Within Groups	63.246	70	0.904		
		Total	66.378	73			
	Preparedness	Between Groups	4.453	3	1.484	0.833	0.480
		Within Groups	121.200	68	1.782		
		Total	125.653	71			
Knowledge of revised financing	Importance	Between Groups	4.328	3	1.443	1.204	0.315
		Within Groups	83.888	70	1.198		
		Total	88.216	73			
	Preparedness	Between Groups	5.351	3	1.784	0.686	0.564
		Within Groups	174.114	67	2.599		
		Total	179.465	70			
Knowledge of financial trends in healthcare	Importance	Between Groups	3.641	3	1.214	1.085	0.361
		Within Groups	78.305	70	1.119		
		Total	81.946	73			
	Preparedness	Between Groups	6.304	3	2.101	0.809	0.493
		Within Groups	176.571	68	2.597		
		Total	182.875	71			
Ability to determine optimal mix of care (direct/network)	Importance	Between Groups	0.932	3	0.311	0.248	0.862
		Within Groups	85.013	68	1.250		
		Total	85.944	71			
	Preparedness	Between Groups	14.892	3	4.964	2.104	0.108
		Within Groups	155.694	66	2.359		
		Total	170.586	69			
Ability to accurately project return on investment (ROI)	Importance	Between Groups	0.729	3	0.243	0.199	0.897
		Within Groups	84.395	69	1.223		
		Total	85.123	72			
	Preparedness	Between Groups	4.789	3	1.596	0.618	0.606
		Within Groups	172.986	67	2.582		
		Total	177.775	70			
Basic budgeting skills (development, tracking, & execution)	Importance	Between Groups	1.030	3	0.343	0.398	0.755
		Within Groups	60.335	70	0.862		
		Total	61.365	73			

	Preparedness	Between Groups	0.491	3	0.164	0.094	0.963
		Within Groups	118.495	68	1.743		
		Total	118.986	71			
Knowledge of EEICs, PECs, MEPRS, EAS IV, and TPOCS	Importance	Between Groups	3.433	3	1.144	1.224	0.307
		Within Groups	65.432	70	0.935		
		Total	68.865	73			
	Preparedness	Between Groups	1.691	3	0.564	0.259	0.855
		Within Groups	147.962	68	2.176		
		Total	149.653	71			
Knowledge of the Program Objective Memorandum (POM) process	Importance	Between Groups	2.613	3	0.871	0.698	0.556
		Within Groups	87.333	70	1.248		
		Total	89.946	73			
	Preparedness	Between Groups	3.577	3	1.192	0.519	0.670
		Within Groups	156.076	68	2.295		
		Total	159.653	71			
CA, ECA, CCA, and break-even analysis skills	Importance	Between Groups	4.112	3	1.371	1.274	0.290
		Within Groups	75.293	70	1.076		
		Total	79.405	73			
	Preparedness	Between Groups	7.462	3	2.487	0.953	0.420
		Within Groups	177.524	68	2.611		
		Total	184.986	71			
Knowledge of statistics	Importance	Between Groups	4.324	3	1.441	1.671	0.181
		Within Groups	60.392	70	0.863		
		Total	64.716	73			
	Preparedness	Between Groups	3.243	3	1.081	0.492	0.689
		Within Groups	149.410	68	2.197		
		Total	152.653	71			
Cost analysis skills	Importance	Between Groups	3.215	3	1.072	1.033	0.383
		Within Groups	72.623	70	1.037		
		Total	75.838	73			
	Preparedness	Between Groups	3.519	3	1.173	0.475	0.701
		Within Groups	167.981	68	2.470		
		Total	171.500	71			
Knowledge of fixed, variable, direct, indirect, and marginal costs and allocation	Importance	Between Groups	4.992	3	1.664	1.581	0.202
		Within Groups	73.657	70	1.052		
		Total	78.649	73			
	Preparedness	Between Groups	5.510	3	1.837	0.695	0.559
		Within Groups	179.810	68	2.644		
		Total	185.319	71			
Knowledge of reimbursement methodologies	Importance	Between Groups	5.133	3	1.711	1.877	0.142
		Within Groups	62.895	69	0.912		
		Total	68.027	72			
	Preparedness	Between Groups	1.698	3	0.566	0.213	0.887
		Within Groups	178.133	67	2.659		

		Total	179.831	70			
Knowledge of coding practices/billing procedures	Importance	Between Groups	1.147	3	0.382	0.310	0.818
		Within Groups	86.204	70	1.231		
		Total	87.351	73			
	Preparedness	Between Groups	3.599	3	1.200	0.506	0.680
		Within Groups	161.276	68	2.372		
		Total	164.875	71			
Knowledge of decision support systems	Importance	Between Groups	1.460	3	0.487	0.612	0.609
		Within Groups	55.675	70	0.795		
		Total	57.135	73			
	Preparedness	Between Groups	1.144	3	0.381	0.161	0.922
		Within Groups	161.467	68	2.375		
		Total	162.611	71			
Ability to use systems and software effectively	Importance	Between Groups	0.062	3	0.021	0.030	0.993
		Within Groups	48.059	70	0.687		
		Total	48.122	73			
	Preparedness	Between Groups	1.215	3	0.405	0.239	0.869
		Within Groups	115.105	68	1.693		
		Total	116.319	71			
Ability to leverage existing technology to benefit AFMS	Importance	Between Groups	0.240	3	0.080	0.078	0.972
		Within Groups	72.138	70	1.031		
		Total	72.378	73			
	Preparedness	Between Groups	4.078	3	1.359	0.821	0.487
		Within Groups	112.533	68	1.655		
		Total	116.611	71			
Knowledge/data management, data integration, and information development skills	Importance	Between Groups	0.481	3	0.160	0.134	0.940
		Within Groups	84.005	70	1.200		
		Total	84.486	73			
	Preparedness	Between Groups	4.285	3	1.428	0.636	0.594
		Within Groups	152.590	68	2.244		
		Total	156.875	71			
Knowledge of industry standards	Importance	Between Groups	0.213	3	0.071	0.069	0.976
		Within Groups	70.746	69	1.025		
		Total	70.959	72			
	Preparedness	Between Groups	3.826	3	1.275	0.518	0.672
		Within Groups	165.048	67	2.463		
		Total	168.873	70			
Ability to access accurately IM/IT needs	Importance	Between Groups	1.823	3	0.608	0.730	0.538
		Within Groups	58.299	70	0.833		
		Total	60.122	73			
	Preparedness	Between Groups	3.925	3	1.308	0.565	0.640
		Within Groups	157.352	68	2.314		
		Total	161.278	71			
Knowledge of USAF/DoD technology acquisition process	Importance	Between Groups	2.498	3	0.833	0.631	0.597

		Within Groups	92.367	70	1.320		
		Total	94.865	73			
	Preparedness	Between Groups	0.116	3	0.039	0.015	0.998
		Within Groups	180.495	68	2.654		
		Total	180.611	71			
Data analysis skills	Importance	Between Groups	1.556	3	0.519	0.627	0.600
		Within Groups	57.074	69	0.827		
		Total	58.630	72			
	Preparedness	Between Groups	2.068	3	0.689	0.286	0.836
		Within Groups	161.594	67	2.412		
		Total	163.662	70			
Excel, Access, and Business Objects skills	Importance	Between Groups	0.181	3	0.060	0.080	0.971
		Within Groups	52.312	69	0.758		
		Total	52.493	72			
	Preparedness	Between Groups	7.559	3	2.520	0.879	0.457
		Within Groups	192.159	67	2.868		
		Total	199.718	70			
Knowledge of data mining and extraction tools (CHCS, M2, MCFAS, etc	Importance	Between Groups	0.456	3	0.152	0.166	0.919
		Within Groups	62.419	68	0.918		
		Total	62.875	71			
	Preparedness	Between Groups	10.873	3	3.624	1.181	0.324
		Within Groups	202.570	66	3.069		
		Total	213.443	69			
Ability to create relative information from data	Importance	Between Groups	0.887	3	0.296	0.379	0.768
		Within Groups	53.798	69	0.780		
		Total	54.685	72			
	Preparedness	Between Groups	13.835	3	4.612	1.332	0.271
		Within Groups	232.024	67	3.463		
		Total	245.859	70			
Metric development skills	Importance	Between Groups	1.675	3	0.558	0.794	0.501
		Within Groups	47.825	68	0.703		
		Total	49.500	71			
	Preparedness	Between Groups	1.806	3	0.602	0.238	0.869
		Within Groups	166.765	66	2.527		
		Total	168.571	69			
Knowledge of P2R2	Importance	Between Groups	5.371	3	1.790	1.886	0.140
		Within Groups	65.506	69	0.949		
		Total	70.877	72			
	Preparedness	Between Groups	2.989	3	0.996	0.636	0.594
		Within Groups	104.927	67	1.566		
		Total	107.915	70			
Knowledge of systems architecture	Importance	Between Groups	3.627	3	1.209	1.533	0.214
		Within Groups	54.401	69	0.788		
		Total	58.027	72			
	Preparedness	Between Groups	4.486	3	1.495	0.683	0.566
		Within Groups	146.697	67	2.190		
		Total	151.183	70			
Web-page development skills	Importance	Between Groups	0.031	3	0.010	0.013	0.998

		Within Groups	53.469	68	0.786			
		Total	53.500	71				
	Preparedness	Between Groups	2.641	3	0.880	0.420	0.739	
		Within Groups	136.315	65	2.097			
		Total	138.957	68				
Knowledge of interconnectivity and interactivity of systems (interface)	Importance	Between Groups	2.518	3	0.839	0.845	0.474	
		Within Groups	68.496	69	0.993			
		Total	71.014	72				
	Preparedness	Between Groups	10.111	3	3.370	1.530	0.215	
		Within Groups	145.375	66	2.203			
		Total	155.486	69				
Network managment skills	Importance	Between Groups	2.145	3	0.715	0.496	0.686	
		Within Groups	99.417	69	1.441			
		Total	101.562	72				
	Preparedness	Between Groups	7.302	3	2.434	0.980	0.408	
		Within Groups	163.970	66	2.484			
		Total	171.271	69				
Knowledge of HIPAA/USAF Requirements for security and confidentiality	Importance	Between Groups	3.618	3	1.206	1.504	0.221	
		Within Groups	55.340	69	0.802			
		Total	58.959	72				
	Preparedness	Between Groups	32.955	3	10.985	4.553	0.006	*
		Within Groups	161.665	67	2.413			
		Total	194.620	70				
Knowledge of computer and asset security	Importance	Between Groups	0.435	3	0.145	0.157	0.925	
		Within Groups	63.648	69	0.922			
		Total	64.082	72				
	Preparedness	Between Groups	1.536	3	0.512	0.342	0.795	
		Within Groups	100.408	67	1.499			
		Total	101.944	70				
Time management, organizational, and planning skills	Importance	Between Groups	0.691	3	0.230	0.399	0.754	
		Within Groups	39.829	69	0.577			
		Total	40.521	72				
	Preparedness	Between Groups	1.279	3	0.426	0.306	0.821	
		Within Groups	93.312	67	1.393			
		Total	94.592	70				
Critical decision making skills	Importance	Between Groups	3.149	3	1.050	1.792	0.157	
		Within Groups	40.413	69	0.586			
		Total	43.562	72				
	Preparedness	Between Groups	0.645	3	0.215	0.128	0.943	
		Within Groups	112.679	67	1.682			
		Total	113.324	70				
Ability to develop business plans	Importance	Between Groups	0.519	3	0.173	0.229	0.876	
		Within Groups	51.467	68	0.757			
		Total	51.986	71				
	Preparedness	Between Groups	7.852	3	2.617	1.002	0.398	

		Within Groups	172.448	66	2.613		
		Total	180.300	69			
Ability to multi-task	Importance	Between Groups	1.201	3	0.400	0.372	0.774
		Within Groups	74.306	69	1.077		
		Total	75.507	72			
	Preparedness	Between Groups	0.539	3	0.180	0.126	0.944
		Within Groups	95.320	67	1.423		
		Total	95.859	70			
Ability to conduct effective/productive meetings	Importance	Between Groups	2.379	3	0.793	0.928	0.432
		Within Groups	58.937	69	0.854		
		Total	61.315	72			
	Preparedness	Between Groups	3.392	3	1.131	0.528	0.665
		Within Groups	143.565	67	2.143		
		Total	146.958	70			
Stakeholder analysis skills	Importance	Between Groups	4.785	3	1.595	1.614	0.194
		Within Groups	67.215	68	0.988		
		Total	72.000	71			
	Preparedness	Between Groups	8.339	3	2.780	2.093	0.110
		Within Groups	87.661	66	1.328		
		Total	96.000	69			
Ability to identify and articulate project/program goals, set milestones, and prioritize tasks	Importance	Between Groups	1.809	3	0.603	0.966	0.414
		Within Groups	43.067	69	0.624		
		Total	44.877	72			
	Preparedness	Between Groups	5.269	3	1.756	0.682	0.566
		Within Groups	172.449	67	2.574		
		Total	177.718	70			
Knowledge of lifecycle management	Importance	Between Groups	2.492	3	0.831	1.015	0.391
		Within Groups	56.467	69	0.818		
		Total	58.959	72			
	Preparedness	Between Groups	2.711	3	0.904	0.549	0.650
		Within Groups	110.275	67	1.646		
		Total	112.986	70			
Data synthesis skills	Importance	Between Groups	4.415	3	1.472	1.518	0.218
		Within Groups	65.905	68	0.969		
		Total	70.319	71			
	Preparedness	Between Groups	4.615	3	1.538	0.558	0.645
		Within Groups	181.957	66	2.757		
		Total	186.571	69			
Analytical thinking skills	Importance	Between Groups	1.919	3	0.640	0.998	0.399
		Within Groups	43.581	68	0.641		
		Total	45.500	71			
	Preparedness	Between Groups	3.502	3	1.167	0.576	0.633
		Within Groups	133.770	66	2.027		
		Total	137.271	69			
Situational awareness skills	Importance	Between Groups	2.478	3	0.826	1.135	0.341
		Within Groups	49.467	68	0.727		
		Total	51.944	71			

	Preparedness	Between Groups	1.116	3	0.372	0.226	0.878
		Within Groups	108.384	66	1.642		
		Total	109.500	69			
Customer specific interpersonal communication skills	Importance	Between Groups	0.437	3	0.146	0.204	0.893
		Within Groups	48.438	68	0.712		
		Total	48.875	71			
	Preparedness	Between Groups	4.859	3	1.620	1.169	0.328
		Within Groups	91.441	66	1.385		
		Total	96.300	69			
Ability to promote positive customer service attitudes in subordinates	Importance	Between Groups	3.885	3	1.295	1.957	0.129
		Within Groups	44.990	68	0.662		
		Total	48.875	71			
	Preparedness	Between Groups	2.940	3	0.980	0.509	0.677
		Within Groups	127.003	66	1.924		
		Total	129.943	69			
Knowledge of customer service theories	Importance	Between Groups	1.942	3	0.647	0.712	0.548
		Within Groups	60.931	67	0.909		
		Total	62.873	70			
	Preparedness	Between Groups	12.740	3	4.247	1.913	0.136
		Within Groups	144.332	65	2.220		
		Total	157.072	68			
Ability to provide feedback to promote continuous improvement	Importance	Between Groups	1.754	3	0.585	0.825	0.485
		Within Groups	48.190	68	0.709		
		Total	49.944	71			
	Preparedness	Between Groups	2.594	3	0.865	0.443	0.723
		Within Groups	128.848	66	1.952		
		Total	131.443	69			
Knowledge of clinical quality indicators, quality principles, peer group analysis, and continuous improvement cycle	Importance	Between Groups	1.577	3	0.526	0.546	0.652
		Within Groups	65.410	68	0.962		
		Total	66.986	71			
	Preparedness	Between Groups	2.196	3	0.732	0.357	0.784
		Within Groups	135.290	66	2.050		
		Total	137.486	69			
Ability to demonstrate product differentiation	Importance	Between Groups	1.577	3	0.526	0.546	0.652
		Within Groups	65.410	68	0.962		
		Total	66.986	71			
	Preparedness	Between Groups	2.196	3	0.732	0.357	0.784
		Within Groups	135.290	66	2.050		
		Total	137.486	69			
Marketing strategy and promotion skills	Importance	Between Groups	0.504	3	0.168	0.186	0.906
		Within Groups	61.371	68	0.903		
		Total	61.875	71			
	Preparedness	Between Groups	7.509	3	2.503	1.202	0.316
		Within Groups	137.477	66	2.083		

		Total	144.986	69				
Knowledge of TRICARE initiatives (T-NEX, TRICARE Online)	Importance	Between Groups	2.129	3	0.710	0.839	0.477	
		Within Groups	57.524	68	0.846			
		Total	59.653	71				
	Preparedness	Between Groups	16.153	3	5.384	2.313	0.084	
		Within Groups	153.633	66	2.328			
		Total	169.786	69				
Knowledge of TRICARE terminology	Importance	Between Groups	3.475	3	1.158	1.088	0.360	
		Within Groups	72.400	68	1.065			
		Total	75.875	71				
	Preparedness	Between Groups	2.092	3	0.697	0.396	0.756	
		Within Groups	116.251	66	1.761			
		Total	118.343	69				
Knowledge of Bid Price Adjustment/Resource Sharing Agreements	Importance	Between Groups	4.617	3	1.539	1.335	0.270	
		Within Groups	77.214	67	1.152			
		Total	81.831	70				
	Preparedness	Between Groups	2.344	3	0.781	0.334	0.801	
		Within Groups	149.656	64	2.338			
		Total	152.000	67				
Knowledge of managed care principles and theories	Importance	Between Groups	0.654	3	0.218	0.235	0.872	
		Within Groups	63.124	68	0.928			
		Total	63.778	71				
	Preparedness	Between Groups	0.611	3	0.204	0.126	0.944	
		Within Groups	106.532	66	1.614			
		Total	107.143	69				
Knowledge of integrated delivery systems and various insurance plans (PPO, HMO)	Importance	Between Groups	3.926	3	1.309	1.263	0.295	
		Within Groups	67.378	65	1.037			
		Total	71.304	68				
	Preparedness	Between Groups	1.676	3	0.559	0.385	0.764	
		Within Groups	91.429	63	1.451			
		Total	93.104	66				
Knowledge of health needs assessment	Importance	Between Groups	1.065	3	0.355	0.410	0.746	
		Within Groups	58.033	67	0.866			
		Total	59.099	70				
	Preparedness	Between Groups	2.312	3	0.771	0.670	0.573	
		Within Groups	74.760	65	1.150			
		Total	77.072	68				
Ability to incorporate prevention into general practices	Importance	Between Groups	11.278	3	3.759	3.043	0.035	*
		Within Groups	84.000	68	1.235			
		Total	95.278	71				
	Preparedness	Between Groups	2.017	3	0.672	0.472	0.703	
		Within Groups	92.533	65	1.424			
		Total	94.551	68				

Demand, disease, and utilization management skills	Importance	Between Groups	2.576	3	0.859	0.580	0.630
		Within Groups	97.710	66	1.480		
		Total	100.286	69			
	Preparedness	Between Groups	4.908	3	1.636	0.845	0.475
		Within Groups	123.974	64	1.937		
		Total	128.882	67			
Thorough knowledge of the TRICARE/CHAMPUS benefit package	Importance	Between Groups	0.425	3	0.142	0.128	0.943
		Within Groups	75.352	68	1.108		
		Total	75.778	71			
	Preparedness	Between Groups	5.977	3	1.992	1.021	0.389
		Within Groups	128.823	66	1.952		
		Total	134.800	69			
Understand major regional TRICARE/MCSC rules	Importance	Between Groups	6.402	3	2.134	1.991	0.124
		Within Groups	72.876	68	1.072		
		Total	79.278	71			
	Preparedness	Between Groups	1.960	3	0.653	0.391	0.760
		Within Groups	108.590	65	1.671		
		Total	110.551	68			
Ability to coordinate benefits and special programs (PRK, contact lens) for beneficiaries	Importance	Between Groups	5.816	3	1.939	1.455	0.235
		Within Groups	90.629	68	1.333		
		Total	96.444	71			
	Preparedness	Between Groups	8.176	3	2.725	1.335	0.271
		Within Groups	132.693	65	2.041		
		Total	140.870	68			
Manpower analysis skills	Importance	Between Groups	2.959	3	0.986	1.238	0.303
		Within Groups	54.152	68	0.796		
		Total	57.111	71			
	Preparedness	Between Groups	7.986	3	2.662	0.976	0.409
		Within Groups	179.957	66	2.727		
		Total	187.943	69			
Thorough knowledge of UMD and UMPR	Importance	Between Groups	6.310	3	2.103	1.890	0.140
		Within Groups	75.676	68	1.113		
		Total	81.986	71			
	Preparedness	Between Groups	0.949	3	0.316	0.142	0.935
		Within Groups	147.394	66	2.233		
		Total	148.343	69			
Thorough understanding of the MAPGG and its effects upon the MTF	Importance	Between Groups	1.530	3	0.510	0.557	0.645
		Within Groups	62.248	68	0.915		
		Total	63.778	71			
	Preparedness	Between Groups	3.374	3	1.125	0.385	0.764
		Within Groups	192.926	66	2.923		
		Total	196.300	69			
Knowledge of MSC accession mechanisms	Importance	Between Groups	0.123	3	0.041	0.045	0.987

		Within Groups	61.752	68	0.908		
		Total	61.875	71			
	Preparedness	Between Groups	1.719	3	0.573	0.596	0.620
		Within Groups	63.423	66	0.961		
		Total	65.143	69			
Ability to develop training programs that enhance technical skills and leadership acumen	Importance	Between Groups	0.934	3	0.311	0.278	0.841
		Within Groups	75.010	67	1.120		
		Total	75.944	70			
	Preparedness	Between Groups	3.505	3	1.168	0.761	0.520
		Within Groups	98.260	64	1.535		
		Total	101.765	67			
Ability to promote and attain higher education/PME	Importance	Between Groups	3.577	3	1.192	1.306	0.280
		Within Groups	62.076	68	0.913		
		Total	65.653	71			
	Preparedness	Between Groups	1.302	3	0.434	0.316	0.814
		Within Groups	90.641	66	1.373		
		Total	91.943	69			
Ability to maintain personal competency currency with civilian counterparts	Importance	Between Groups	3.186	3	1.062	1.040	0.381
		Within Groups	69.467	68	1.022		
		Total	72.653	71			
	Preparedness	Between Groups	5.053	3	1.684	1.203	0.316
		Within Groups	92.433	66	1.400		
		Total	97.486	69			
Core competency skills (RMO, logistics, systems,	Importance	Between Groups	0.910	3	0.303	0.468	0.706
		Within Groups	44.076	68	0.648		
		Total	44.986	71			
	Preparedness	Between Groups	6.667	3	2.222	1.694	0.177
		Within Groups	86.604	66	1.312		
		Total	93.271	69			
Knowledge of the military benefit package	Importance	Between Groups	6.211	3	2.070	2.099	0.108
		Within Groups	67.067	68	0.986		
		Total	73.278	71			
	Preparedness	Between Groups	3.434	3	1.145	0.859	0.467
		Within Groups	87.938	66	1.332		
		Total	91.371	69			
Knowledge of civilian personnel issues (hiring, labor relations, etc	Importance	Between Groups	1.627	3	0.542	0.706	0.552
		Within Groups	52.248	68	0.768		
		Total	53.875	71			
	Preparedness	Between Groups	7.654	3	2.551	1.042	0.380
		Within Groups	161.617	66	2.449		
		Total	169.271	69			
Ability to integrate "hired" (civilian, contract) and blue suit workforce rapidly and successfully	Importance	Between Groups	3.595	3	1.198	1.360	0.262

		Within Groups	59.905	68	0.881		
		Total	63.500	71			
	Preparedness	Between Groups	7.958	3	2.653	1.670	0.182
		Within Groups	104.842	66	1.589		
		Total	112.800	69			
Knowledge of personality types	Importance	Between Groups	7.778	3	2.593	2.426	0.073
		Within Groups	72.667	68	1.069		
		Total	80.444	71			
	Preparedness	Between Groups	0.042	3	0.014	0.007	0.999
		Within Groups	133.744	66	2.026		
		Total	133.786	69			
Ability to effectively supervise	Importance	Between Groups	0.699	3	0.233	0.459	0.712
		Within Groups	34.033	67	0.508		
		Total	34.732	70			
	Preparedness	Between Groups	4.799	3	1.600	1.083	0.363
		Within Groups	96.012	65	1.477		
		Total	100.812	68			
Knowledge of AF Assignment Management System	Importance	Between Groups	6.224	3	2.075	2.648	0.056
		Within Groups	53.276	68	0.783		
		Total	59.500	71			
	Preparedness	Between Groups	2.767	3	0.922	0.857	0.468
		Within Groups	71.004	66	1.076		
		Total	73.771	69			
Knowledge of enlisted issues and promotion system	Importance	Between Groups	2.406	3	0.802	1.147	0.336
		Within Groups	46.833	67	0.699		
		Total	49.239	70			
	Preparedness	Between Groups	5.716	3	1.905	0.882	0.455
		Within Groups	140.487	65	2.161		
		Total	146.203	68			
Knowledge of COTR responsibilities	Importance	Between Groups	5.586	3	1.862	1.816	0.153
		Within Groups	69.733	68	1.025		
		Total	75.319	71			
	Preparedness	Between Groups	14.309	3	4.770	2.635	0.057
		Within Groups	119.477	66	1.810		
		Total	133.786	69			
Knowledge of basic contract law	Importance	Between Groups	1.456	3	0.485	0.630	0.598
		Within Groups	52.419	68	0.771		
		Total	53.875	71			
	Preparedness	Between Groups	0.735	3	0.245	0.118	0.949
		Within Groups	136.708	66	2.071		
		Total	137.443	69			
Knowledge of outsourcing vehicles	Importance	Between Groups	3.062	3	1.021	1.086	0.361
		Within Groups	63.924	68	0.940		
		Total	66.986	71			
	Preparedness	Between Groups	3.152	3	1.051	0.550	0.650
		Within Groups	126.048	66	1.910		
		Total	129.200	69			
Ability to read and interpret contracts	Importance	Between Groups	2.567	3	0.856	0.826	0.484

		Within Groups	70.419	68	1.036		
		Total	72.986	71			
	Preparedness	Between Groups	6.269	3	2.090	1.062	0.371
		Within Groups	129.803	66	1.967		
		Total	136.071	69			
Knowledge of the Federal Acquisition Regulation (FAR)	Importance	Between Groups	8.007	3	2.669	2.401	0.076
		Within Groups	73.365	66	1.112		
		Total	81.371	69			
	Preparedness	Between Groups	2.712	3	0.904	0.424	0.737
		Within Groups	136.508	64	2.133		
		Total	139.221	67			
Ability to accurately project positive gain (financial/production) from contract	Importance	Between Groups	2.376	3	0.792	0.717	0.545
		Within Groups	75.124	68	1.105		
		Total	77.500	71			
	Preparedness	Between Groups	7.532	3	2.511	1.025	0.387
		Within Groups	161.610	66	2.449		
		Total	169.143	69			
Effective contract negotiation skills	Importance	Between Groups	2.953	3	0.984	0.880	0.456
		Within Groups	74.990	67	1.119		
		Total	77.944	70			
	Preparedness	Between Groups	10.367	3	3.456	1.583	0.202
		Within Groups	141.923	65	2.183		
		Total	152.290	68			
Ability to correctly identify need for contract	Importance	Between Groups	0.174	3	0.058	0.084	0.969
		Within Groups	46.305	67	0.691		
		Total	46.479	70			
	Preparedness	Between Groups	7.657	3	2.552	1.607	0.196
		Within Groups	103.213	65	1.588		
		Total	110.870	68			
Ability to develop Statement of Work (SOW) and technical criteria for contracts	Importance	Between Groups	0.792	3	0.264	0.262	0.852
		Within Groups	66.480	66	1.007		
		Total	67.271	69			
	Preparedness	Between Groups	6.713	3	2.238	0.946	0.424
		Within Groups	151.405	64	2.366		
		Total	158.118	67			
Request for Bid (RFB) and evaluation skills	Importance	Between Groups	3.808	3	1.269	1.015	0.392
		Within Groups	85.067	68	1.251		
		Total	88.875	71			
	Preparedness	Between Groups	1.324	3	0.441	0.221	0.882
		Within Groups	129.923	65	1.999		
		Total	131.246	68			
Knowledge of various contracting types (fixed price, cost plus, etc	Importance	Between Groups	5.977	3	1.992	2.127	0.105
		Within Groups	63.676	68	0.936		
		Total	69.653	71			

	Preparedness	Between Groups	1.008	3	0.336	0.164	0.920
		Within Groups	133.195	65	2.049		
		Total	134.203	68			
Knowledge of strategic planning tools (SWOT, TOWS, SPACE, Value Chain)	Importance	Between Groups	3.568	3	1.189	1.222	0.309
		Within Groups	66.210	68	0.974		
		Total	69.778	71			
	Preparedness	Between Groups	5.006	3	1.669	0.986	0.405
		Within Groups	111.694	66	1.692		
		Total	116.700	69			
Ability to articulate vision, mission, and strategic plan	Importance	Between Groups	0.548	3	0.183	0.197	0.898
		Within Groups	62.952	68	0.926		
		Total	63.500	71			
	Preparedness	Between Groups	0.963	3	0.321	0.312	0.817
		Within Groups	68.023	66	1.031		
		Total	68.986	69			
Strategic thinking, forecasting, and "big picture" skills	Importance	Between Groups	1.053	3	0.351	0.360	0.782
		Within Groups	66.267	68	0.975		
		Total	67.319	71			
	Preparedness	Between Groups	5.431	3	1.810	1.218	0.310
		Within Groups	98.069	66	1.486		
		Total	103.500	69			
Ability to differentiate between long term and short term planning	Importance	Between Groups	1.663	3	0.554	0.733	0.536
		Within Groups	51.448	68	0.757		
		Total	53.111	71			
	Preparedness	Between Groups	6.726	3	2.242	2.456	0.071
		Within Groups	60.260	66	0.913		
		Total	66.986	69			
Understand the line mission and role	Importance	Between Groups	0.777	3	0.259	0.257	0.856
		Within Groups	65.513	65	1.008		
		Total	66.290	68			
	Preparedness	Between Groups	7.239	3	2.413	1.242	0.302
		Within Groups	122.433	63	1.943		
		Total	129.672	66			
Understand and incorporate AF vision, mission, and values	Importance	Between Groups	2.919	3	0.973	0.895	0.448
		Within Groups	72.855	67	1.087		
		Total	75.775	70			
	Preparedness	Between Groups	2.218	3	0.739	0.670	0.573
		Within Groups	71.695	65	1.103		
		Total	73.913	68			
Knowledge of AF doctrine	Importance	Between Groups	3.372	3	1.124	1.287	0.286
		Within Groups	58.516	67	0.873		
		Total	61.887	70			
	Preparedness	Between Groups	5.137	3	1.712	0.767	0.516
		Within Groups	145.065	65	2.232		
		Total	150.203	68			

Skill	Measure	Source	SS	df	MS	F	Sig.	
Systems thinking skills	Importance	Between Groups	2.870	3	0.957	0.764	0.518	
		Within Groups	83.862	67	1.252			
		Total	86.732	70				
	Preparedness	Between Groups	1.213	3	0.404	0.212	0.888	
		Within Groups	121.846	64	1.904			
		Total	123.059	67				
Knowledge of organizational theo, governance, culture, and structure	Importance	Between Groups	3.367	3	1.122	0.977	0.409	
		Within Groups	78.133	68	1.149			
		Total	81.500	71				
	Preparedness	Between Groups	8.049	3	2.683	2.229	0.093	
		Within Groups	78.241	65	1.204			
		Total	86.290	68				
Knowledge of military organizational concepts	Importance	Between Groups	0.933	3	0.311	0.315	0.814	
		Within Groups	67.067	68	0.986			
		Total	68.000	71				
	Preparedness	Between Groups	0.530	3	0.177	0.121	0.948	
		Within Groups	96.556	66	1.463			
		Total	97.086	69				
Ability to envison the AFMS of the future	Importance	Between Groups	0.990	3	0.330	0.241	0.867	
		Within Groups	93.010	68	1.368			
		Total	94.000	71				
	Preparedness	Between Groups	4.059	3	1.353	0.823	0.486	
		Within Groups	108.526	66	1.644			
		Total	112.586	69				
	Importance	Between Groups	1.291	3	0.430	0.408	0.748	
		Within Groups	71.695	68	1.054			
		Total	72.986	71				
	Preparedness	Between Groups	3.406	3	1.135	0.642	0.591	
		Within Groups	114.884	65	1.767			
		Total	118.290	68				
Knowledge of JCAHO/HSI standards	Importance	Between Groups	1.443	3	0.481	0.718	0.544	
		Within Groups	45.543	68	0.670			
		Total	46.986	71				
	Preparedness	Between Groups	1.162	3	0.387	0.241	0.867	
		Within Groups	105.981	66	1.606			
		Total	107.143	69				
Ability to integrate medical/business decisions	Importance	Between Groups	0.570	3	0.190	0.230	0.876	
		Within Groups	56.305	68	0.828			
		Total	56.875	71				
	Preparedness	Between Groups	7.509	3	2.503	1.830	0.150	
		Within Groups	90.277	66	1.368			
		Total	97.786	69				
Throughput analysis skills	Importance	Between Groups	0.408	3	0.136	0.180	0.910	
		Within Groups	51.467	68	0.757			
		Total	51.875	71				
	Preparedness	Between Groups	2.023	3	0.674	0.373	0.773	
		Within Groups	117.455	65	1.807			

		Total	119.478	68			
Knowledge of the fundamentals of group practice	Importance	Between Groups	1.470	3	0.490	0.595	0.620
		Within Groups	53.515	65	0.823		
		Total	54.986	68			
	Preparedness	Between Groups	3.913	3	1.304	0.581	0.630
		Within Groups	139.117	62	2.244		
		Total	143.030	65			
Knowledge of patient administration issues	Importance	Between Groups	0.541	3	0.180	0.275	0.843
		Within Groups	43.938	67	0.656		
		Total	44.479	70			
	Preparedness	Between Groups	1.514	3	0.505	0.198	0.897
		Within Groups	165.645	65	2.548		
		Total	167.159	68			
Capasity management skills	Importance	Between Groups	1.220	3	0.407	0.402	0.752
		Within Groups	67.710	67	1.011		
		Total	68.930	70			
	Preparedness	Between Groups	6.351	3	2.117	0.983	0.406
		Within Groups	137.767	64	2.153		
		Total	144.118	67			
Interpersonal relations with professional staff (NC, MC, BSC, DC)	Importance	Between Groups	3.490	3	1.163	1.781	0.159
		Within Groups	43.096	66	0.653		
		Total	46.586	69			
	Preparedness	Between Groups	3.635	3	1.212	0.693	0.559
		Within Groups	111.835	64	1.747		
		Total	115.471	67			
Knowledge of credentialing and licensure	Importance	Between Groups	3.919	3	1.306	1.175	0.326
		Within Groups	75.581	68	1.111		
		Total	79.500	71			
	Preparedness	Between Groups	3.443	3	1.148	0.550	0.650
		Within Groups	135.629	65	2.087		
		Total	139.072	68			
Insight into providers decision making processes and empathy for their frustrations	Importance	Between Groups	3.244	3	1.081	1.140	0.339
		Within Groups	64.533	68	0.949		
		Total	67.778	71			
	Preparedness	Between Groups	4.743	3	1.581	0.714	0.547
		Within Groups	143.865	65	2.213		
		Total	148.609	68			
Ability to speak the "provider's" language	Importance	Between Groups	6.083	3	2.028	2.017	0.120
		Within Groups	68.362	68	1.005		
		Total	74.444	71			
	Preparedness	Between Groups	1.486	3	0.495	0.244	0.865
		Within Groups	133.957	66	2.030		
		Total	135.443	69			
Ability to communicate and teach the business of healthcare to providers	Importance	Between Groups	3.595	3	1.198	1.400	0.251

		Within Groups	57.363	67	0.856		
		Total	60.958	70			
	Preparedness	Between Groups	8.266	3	2.755	1.266	0.294
		Within Groups	141.502	65	2.177		
		Total	149.768	68			
Ability to be an advocate for providers	Importance	Between Groups	1.830	3	0.610	0.575	0.633
		Within Groups	72.114	68	1.061		
		Total	73.944	71			
	Preparedness	Between Groups	5.969	3	1.990	1.642	0.188
		Within Groups	79.974	66	1.212		
		Total	85.943	69			
Knowledge of what drives provider productivity	Importance	Between Groups	3.546	3	1.182	1.496	0.224
		Within Groups	52.933	67	0.790		
		Total	56.479	70			
	Preparedness	Between Groups	4.342	3	1.447	0.631	0.597
		Within Groups	148.963	65	2.292		
		Total	153.304	68			
Knowledge of health records management/medical records systems	Importance	Between Groups	0.444	3	0.148	0.166	0.919
		Within Groups	60.667	68	0.892		
		Total	61.111	71			
	Preparedness	Between Groups	7.505	3	2.502	1.363	0.262
		Within Groups	121.138	66	1.835		
		Total	128.643	69			
Knowledge of ICD-9, DRG, CPT, HCPCS codes	Importance	Between Groups	5.005	3	1.668	1.653	0.185
		Within Groups	68.648	68	1.010		
		Total	73.653	71			
	Preparedness	Between Groups	4.777	3	1.592	0.744	0.530
		Within Groups	139.136	65	2.141		
		Total	143.913	68			
Ability to define, refine, and streamline product offerings to beneficiaries	Importance	Between Groups	1.373	3	0.458	0.417	0.741
		Within Groups	74.571	68	1.097		
		Total	75.944	71			
	Preparedness	Between Groups	5.223	3	1.741	1.558	0.208
		Within Groups	73.763	66	1.118		
		Total	78.986	69			
Basic logistics skills	Importance	Between Groups	1.342	3	0.447	0.615	0.608
		Within Groups	48.029	66	0.728		
		Total	49.371	69			
	Preparedness	Between Groups	5.427	3	1.809	0.924	0.434
		Within Groups	125.323	64	1.958		
		Total	130.750	67			
Knowledge of DMLSS and WRM	Importance	Between Groups	3.221	3	1.074	0.966	0.414
		Within Groups	73.351	66	1.111		
		Total	76.571	69			
	Preparedness	Between Groups	3.043	3	1.014	0.543	0.654
		Within Groups	119.472	64	1.867		

		Total	122.515	67			
Supply chain management and inventory control skills	Importance	Between Groups	0.611	3	0.204	0.184	0.907
		Within Groups	73.160	66	1.108		
		Total	73.771	69			
	Preparedness	Between Groups	6.108	3	2.036	1.070	0.368
		Within Groups	121.833	64	1.904		
		Total	127.941	67			
Knowledge of IMPAC card and GSA rules	Importance	Between Groups	2.990	3	0.997	1.313	0.277
		Within Groups	50.095	66	0.759		
		Total	53.086	69			
	Preparedness	Between Groups	6.770	3	2.257	1.509	0.221
		Within Groups	95.744	64	1.496		
		Total	102.515	67			
Ability to create a systematic, long-term plan for infrastructure upgrade	Importance	Between Groups	3.716	3	1.239	0.984	0.406
		Within Groups	80.563	64	1.259		
		Total	84.279	67			
	Preparedness	Between Groups	6.849	3	2.283	0.972	0.412
		Within Groups	145.636	62	2.349		
		Total	152.485	65			
Knowledge of basic engineering/construction	Importance	Between Groups	0.745	3	0.248	0.224	0.880
		Within Groups	73.326	66	1.111		
		Total	74.071	69			
	Preparedness	Between Groups	4.863	3	1.621	0.791	0.503
		Within Groups	129.048	63	2.048		
		Total	133.910	66			
Ability to incorporate new technologies into facility upgrade plan	Importance	Between Groups	2.321	3	0.774	0.634	0.596
		Within Groups	80.551	66	1.220		
		Total	82.871	69			
	Preparedness	Between Groups	2.402	3	0.801	0.344	0.794
		Within Groups	146.762	63	2.330		
		Total	149.164	66			
Understand impact of HIPAA	Importance	Between Groups	0.367	3	0.122	0.172	0.915
		Within Groups	47.004	66	0.712		
		Total	47.371	69			
	Preparedness	Between Groups	14.519	3	4.840	1.872	0.143
		Within Groups	165.422	64	2.585		
		Total	179.941	67			
Knowledge of patient safety movements/regulations (Leap Frog, Patient's Bill of Rights)	Importance	Between Groups	0.187	3	0.062	0.068	0.977
		Within Groups	60.156	66	0.911		
		Total	60.343	69			
	Preparedness	Between Groups	12.127	3	4.042	2.377	0.078
		Within Groups	108.858	64	1.701		
		Total	120.985	67			

Knowledge ofhealthcare, environmental, tort, and labor relations law/legislation	Importance	Between Groups	6.663	3	2.221	2.567	0.062	
		Within Groups	57.108	66	0.865			
		Total	63.771	69				
	Preparedness	Between Groups	3.894	3	1.298	0.629	0.599	
		Within Groups	129.957	63	2.063			
		Total	133.851	66				
Knowledge of privacy and consent issues	Importance	Between Groups	2.575	3	0.858	1.049	0.377	
		Within Groups	54.010	66	0.818			
		Total	56.586	69				
	Preparedness	Between Groups	6.792	3	2.264	1.397	0.252	
		Within Groups	103.723	64	1.621			
		Total	110.515	67				
Understanding of medico/legal issues	Importance	Between Groups	0.732	3	0.244	0.255	0.858	
		Within Groups	63.210	66	0.958			
		Total	63.943	69				
	Preparedness	Between Groups	2.200	3	0.733	0.420	0.739	
		Within Groups	111.682	64	1.745			
		Total	113.882	67				
*p<.05								

Appendix L: IRB Exemption Letter

DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY MEDICAL DEPARTMENT CENTER AND SCHOOL
AND FORT SAM HOUSTON
2250 STANLEY ROAD
FORT SAM HOUSTON, TEXAS 78234-6100

REPLY TO
ATTENTION OF

September 16, 2002

Clinical Investigation
Regulatory Office

1Lt Doug Stevens, USAF, MSC
59 MDW/ADX
191 Lazy Meadow
Spring Branch, TX 78070

Dear Lieutenant Stevens:

I have reviewed your US Army-Baylor University Program in Health Administration research proposal description entitled "Executive Skills 2010: A Toolbox of Executive Competencies for Air Force Medical Service Corp Officers of the 21st Century" (enclosed).

This anonymous and voluntary Web-based Air Force MSC officer (O-5 and O-6) questionnaire is exempt from the requirement for institutional review board review according to AR 40-38, Appendix B, paragraph B-3, Educational Methods.

I am the point of contact for questions regarding this exemption (telephone 210-221-2511 or e-mail james.lamiell@amedd.army.mil).

Sincerely,

JAMES M. LAMIELL
Colonel, MC
Chief, Clinical Investigation
Regulatory Office

Enclosure

Copies Furnished:
Col Meyers
Dr. Finstuen
Dr. Mangelsdorff